

# COMMONWEALTH OF MASSACHUSETTS



## HUMAN RESOURCES DIVISION Office of Diversity and Equal Opportunity

Annual Report  
Fiscal Year 2018



*Shaping a Diverse and Inclusive Workforce*

Governor Charles D. Baker  
Lieutenant Governor Karyn E. Polito  
Ronald J. Arigo, Chief Human Resources Officer

# *Comments from the Director of Diversity*

**T**his past year has been a year of transformative change. The Office of Diversity and Equal Opportunity (ODEO) embarked on reviewing current policies and practices to make thoughtful and innovative changes in delivering programs and services to respond to the evolving demands of our customers.

This annual report reflects some new initiatives, as well as workforce demographics at the end of Fiscal Year 2018 and progress made towards achieving a greater level of diversity across Executive Departments.

**B**elow are selective highlights of achievements of the Office of Diversity and Equal Opportunity:

## **Programs and Services:**

- ODEO partnered with the Massachusetts Office on Disability to co-host Disability Mentoring Week. Disability Mentoring Week was an opportunity for persons with disabilities to explore career opportunities within state government. Each mentee was paired with a Massachusetts state government professionals working in the mentee's field of interest. There were 30 mentor/mentee pairs that attended the event, leading to several job interviews and a couple of hires.
- ODEO also launched "Students in Transition" in collaboration with the Massachusetts Rehabilitation Commission and several local high schools. The Students in Transitions program is an opportunity for high school juniors and seniors to participate in a day long program that provides them with soft skills training, résumé critiques, and informational interviews.
- We renewed our partnership with Operation ABLE to provide internships for older workers, making mid-career changes. The Office of Diversity provides internship opportunities for individuals seeking to sharpen skills and utilize new skills acquired, while actively pursuing new job opportunities within state government. ODEO assisted the interns through resume critiques, mock interviews and tutorials on navigating and building profiles on Mass Careers.

## **Technology Enhancements**

- Migration of our workforce demographics to an Enterprise-wide HR Analytics platform.

We continue to foster a work culture where employees are empowered to think innovatively and creatively and contribute to their fullest potential to make positive change for the citizens of Massachusetts. I am privileged to share with you our Annual Report for Fiscal Year 2018.

Best Regards,  
Sandra E. Borders, MSM, PHR

*Sandra E. Borders*

Director, Office of Diversity and Equal Opportunity

## Table of Contents

COMMONWEALTH OF MASSACHUSETTS .....	1
<i>Comments from the Director of Diversity</i> .....	2
ODEO's Mission, Vision, and Core Values .....	4
EXECUTIVE BRANCH SUMMARY .....	5
EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE .....	7
EXECUTIVE OFFICE OF EDUCATION .....	11
EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS .....	15
EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES .....	20
EXECUTIVE OFFICE OF HOUSING AND ECONOMIC DEVELOPMENT .....	26
EXECUTIVE OFFICE OF LABOR AND WORKFORCE DEVELOPMENT .....	30
EXECUTIVE OFFICE OF PUBLIC SAFETY AND SECURITY .....	34
EXECUTIVE OFFICE OF TECHNOLOGY SERVICES AND SECURITY .....	37
MASSACHUSETTS DEPARTMENT OF TRANSPORTATION .....	41
INDEPENDENTS .....	45
CENTER FOR HEALTH INFORMATION AND ANALYSIS .....	46
COMPTROLLER OF THE COMMONWEALTH .....	47
DISABLED PERSONS PROTECTION COMMISSION .....	48
MASSACHUSETTS COMMISSION AGAINST DISCRIMINATION .....	49
MASSACHUSETTS TEACHERS' RETIREMENT SYSTEM .....	50
PUBLIC EMPLOYEE RETIREMENT ADMINISTRATION COMMISSION .....	51



**Sandra Borders**  
Director

**Juanita Allen**  
Recruitment and Outreach Manager

**Miles Walters**  
EEO Compliance Officer/System Administrator

**Betzaida Herrera**  
Program Coordinator

## **ODEO's Mission, Vision, and Core Values**

### **Mission**

Our mission is to carry out the Baker-Polito Administration's mandates to ensure practices of non-discrimination and equal opportunity and to deliver customer-focused solutions in attracting, hiring, retaining and promoting a diverse workforce within the Commonwealth of Massachusetts. Utilizing best practices and promoting a pro-active approach to Affirmative Action, Equal Opportunity and Diversity, we strive to create and foster an environment that affirms and values the diversity of our workforce.

### **Vision**

To realize a diverse and inclusive workforce where employees are valued and their talents maximized to make a positive difference in the lives of the citizens of Massachusetts.

### **Core Values**

Integrity  
Respect for People  
Open Dialogue  
Accountability

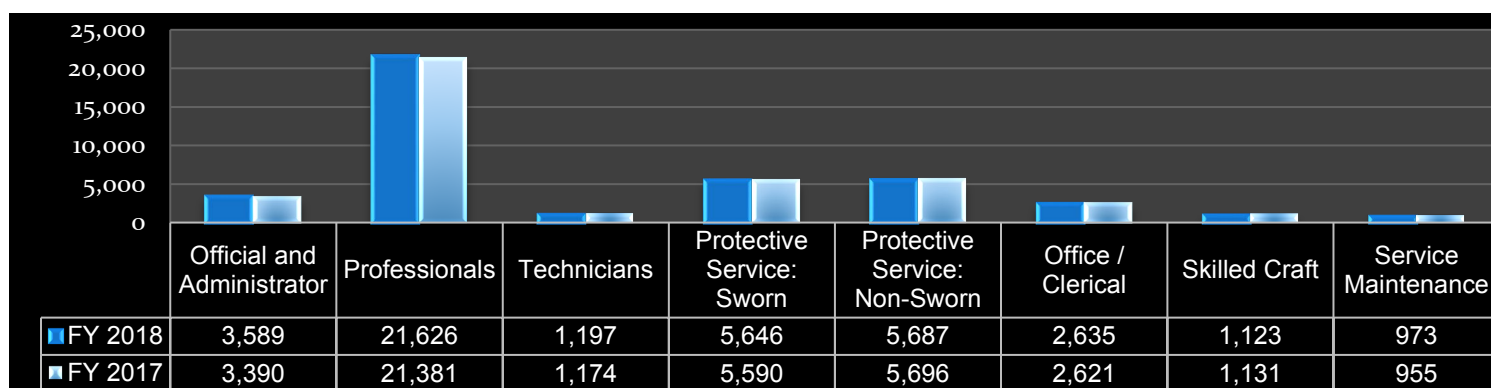
For more information, please visit our website:  
<https://www.mass.gov/diversity-and-affirmative-action-programs>

## EXECUTIVE BRANCH SUMMARY

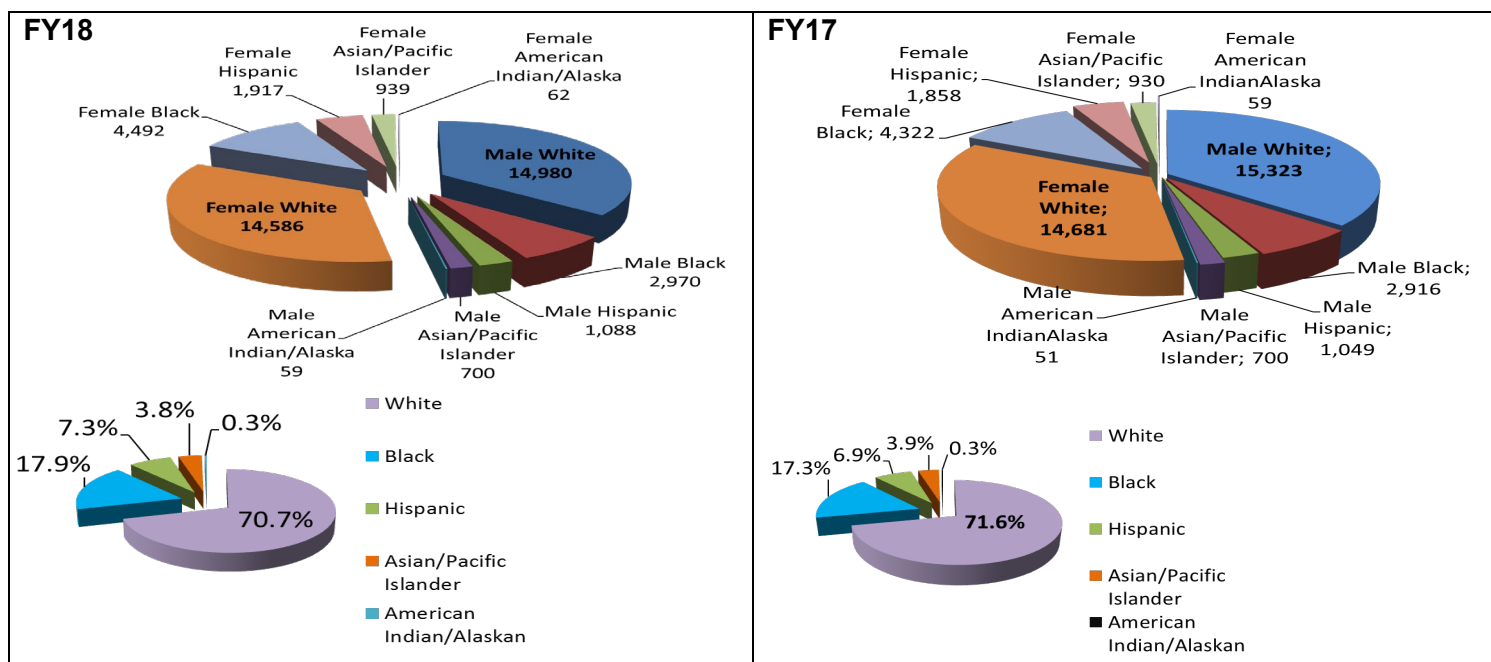
The Office of Diversity and Equal Opportunity (ODEO) makes every effort to reflect diversity in all government activities, programs, and services regardless of race, creed, color, religion, national origin, sex, sexual orientation, gender identity, age, or disability status. ODEO believes that embracing and celebrating our differences enriches the quality of the work experience and enhances our own personal and professional relationships. Throughout the fabric of the Commonwealth, diversity and inclusion are the threads with which we weave the tapestry of cultural inclusion for our employees and the citizens of Massachusetts to see and experience. Equal Employment Opportunity (EEO), Affirmative Action (AA) and Diversity are critical components in creating an inclusive work environment.

The fiscal year 2018 Annual Report represents the workforce analysis for the Executive Branch department. The Commonwealth of Massachusetts continues to strive toward reaching employment parity for protected groups. Below are the summaries and demographics for the Executive Branch.

**Executive Branch Workforce Summary by EEO4 Category<sup>1</sup>**



**Executive Branch Demographics<sup>2</sup> Comparison for FY2018 and FY2017**



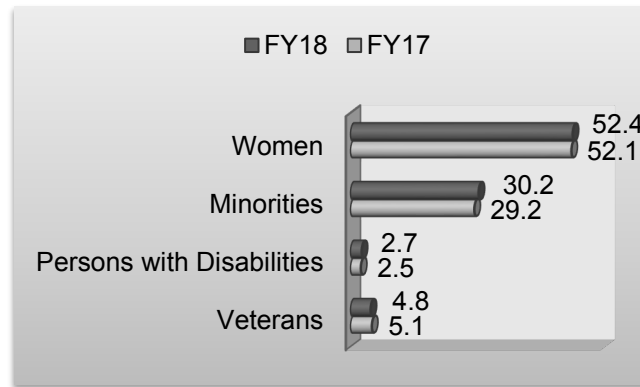
Parity goals for the Commonwealth are based on the American Community Survey (ACS) 2010 U.S. Census. Workforce availability statistics for the Total Civilian Labor Force for

<sup>1</sup> This data is taken from the ODEO Quarterly Report for FY18 Q4 and for FY17 Q4. Workforce Summary Report is for all agencies within the Executive Branch. EEO4 represents the job group categories description.

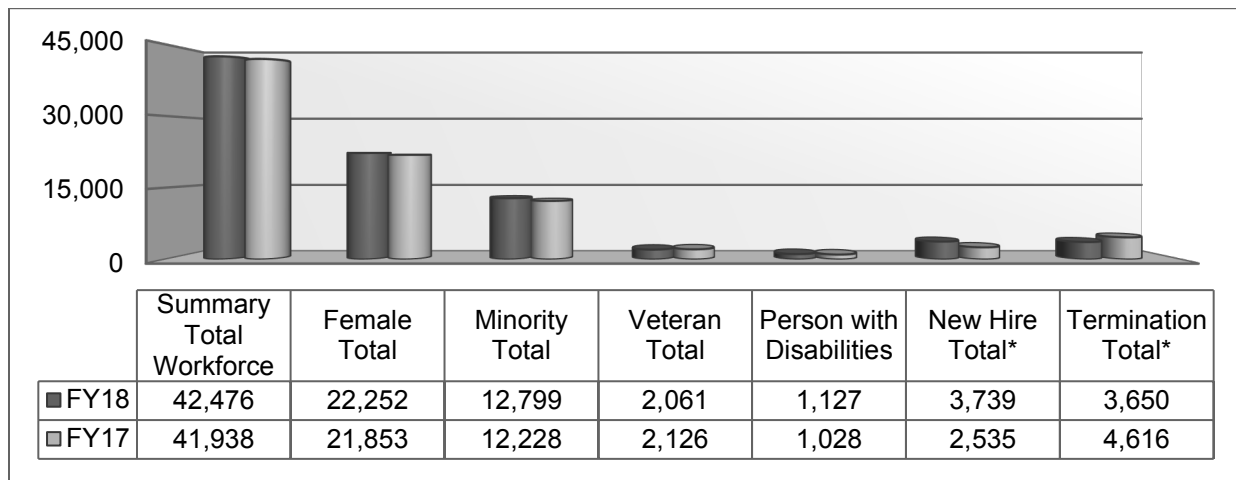
<sup>2</sup> Data is taken from the AAP – Job Group Summary Analysis FTE for FY18 and for FY17.

Massachusetts are as follows: **Women 48.8%, Minorities 20.7%, Persons with Disabilities 12%**<sup>3</sup>, and **Veterans 7%**<sup>4</sup>.

### Protected Group Comparison for Fiscal Years 2018 and 2017



### Executive Branch Workforce Summary<sup>5</sup>



\*Data for the New Hire and Termination totals are derived from the HR Analytics AAP Job Group Summary Analysis FTE for FY18 and for FY17.

<sup>3</sup> Based on the Office of Federal Contract and Compliance (OFCCP) Final Rules changes to the regulations implementing Section 503 of the Rehabilitation Act of 1973. The goal is 12% for all EEO4 categories except for Officials and Administrators where it stands at 8%.

<sup>4</sup> Based on the Office of Federal Contract and Compliance (OFCCP) Final Rules changes to the regulations under Vietnam Era Veterans' Readjustment Assistance Act.

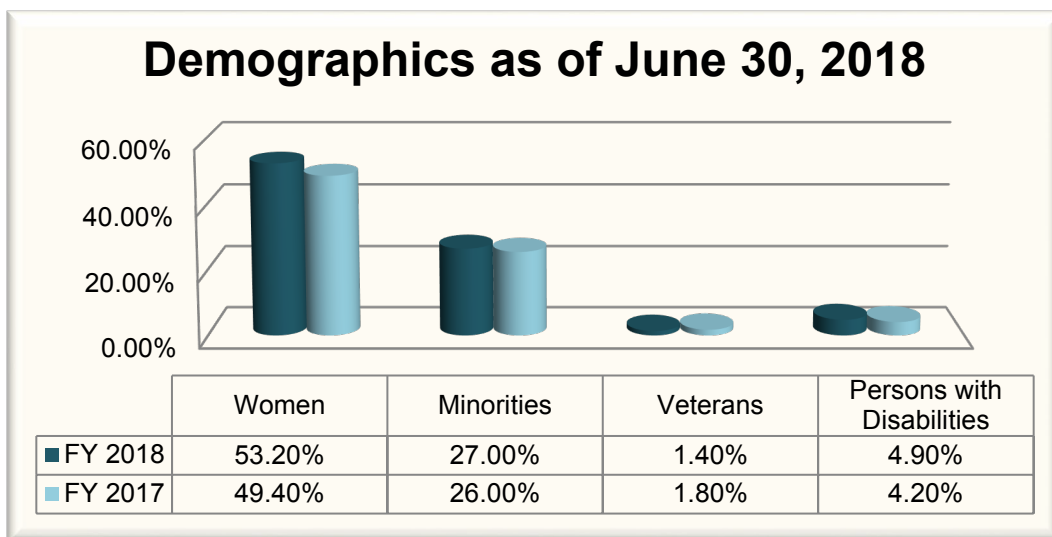
<sup>5</sup> Data taken from the HR Analytics ODEO Quarterly Report Workforce Summary Report for Q4 FY18 and for Q4 FY17.



# EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE

SECRETARY MICHAEL J. HEFFERNAN

MEGHAN SISK, DIVERSITY DIRECTOR



## AGENCIES' DIVERSITY OFFICERS

Appellate Tax Board - Joyce Pagonis  
Bureau of the State House – Donna Flynn  
Civil Service Commission – Cynthia A. Ittleman  
Department of Revenue – Allan Motenko  
Division of Administrative Law Appeals – Edward B. McGrath  
Division of Capital Asset Management and Maintenance – Donna Flynn  
Executive Office for Administration and Finance – Meghan Sisk  
Group Insurance Commission – Karin Eddy  
Human Resources Division – Yanira Jimenez  
MA Developmental Disabilities Council – Cathy Jackson  
MA Office on Disability – Michael Dumont  
Operational Services Division – Jacqueline Harris Brownell  
The State Library of Massachusetts – Alix Quan

# THE EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE (A&F) FY2018 ANNUAL NARRATIVE REPORT

## **Secretariat Overview:**

The Executive Office for Administration and Finance (A&F) develops and executes cost effective public policy initiatives and services that ensure the financial stability, efficiency and effectiveness of state and local government.

A&F agencies share a public policy vision of continuous improvement driven by the recruitment, development and support of employees who are collectively as diverse as the citizens we serve. The secretariat is composed of 12 agencies that strive to further Governor Baker's and Lt. Governor Polito's vision of making an impactful difference.

Agencies within the Secretariat are: Appellate Tax Board, Bureau of the State House, Civil Service Commission, Department of Revenue, Division of Administrative Law Appeals, Division of Capital Asset Management and Maintenance, Group Insurance Commission, Human Resources Division, Massachusetts Developmental Disabilities Council, Massachusetts Office on Disability, Operational Services Division, and The State Library of Massachusetts. Engaging in strategic partnerships has proven beneficial to develop pipelines of diverse talent. A&F agencies continue to partner with the Office of Diversity and Equal Opportunity (ODEO) to promote their open positions through social media platforms, as well as professional organizations and local diverse communities.

## **Workforce Analysis:**

For Fiscal Year 18, A&F had a total workforce of 2,387 compared to 2,785 in Fiscal Year 17 which represents a 2.8% decrease in its total workforce.

## **Aggregate Data:**

<b>Category</b>	<b>FY 2018</b>	<b>FY2017</b>	<b>Variance</b>
<b>Females</b>	53.2%	49.4%	<b>+3.8%</b>
<b>Minorities</b>	27.0%	26.0%	<b>+1.0%</b>
<b>Persons with Disabilities</b>	4.9%	4.2%	<b>+0.7%</b>
<b>Veterans</b>	1.4%	1.8%	<b>-0.4%</b>

Female employees made up 53.2% of the A&F workforce; this is an increase from FY17. Minority employees made up 27% of the A&F Secretariat, which represents a slight increase over FY17. Persons with Disabilities and Veterans make up 4.9% and 1.4% respectively. There was a slight increase in the representation of persons with disabilities and a slight decrease in representation of Veterans. A&F continues to drive positive diversity outcomes.

## **Workforce Trends:**

A&F agencies continued their efforts to incorporate inclusion and equity as core organizational values. A&F agencies also continued their partnership with the Office of Diversity and Equal Opportunity (ODEO), the Massachusetts Commission for the Blind, and the Massachusetts Commission for the Deaf and Hard of Hearing to diversify their applicant pools. Overall the A&F agencies continued to make gains in hires and



promotions. Females represented 55.8% and minorities represented 28.8% of all hires. In terms of promotions, females represented 59.3% and minorities 28.1%.

### **Agency Highlights (2018):**

The Department of Revenue (DOR) launched intranet real-time blogs for Tax and Child Support that provide updates to personnel throughout the day to enhance communication and support performance. DOR also recently created an employee diversity council to advise on and support diversity and inclusion initiatives.

The Massachusetts Office on Disability in partnership with the Human Resources Division hosted Disability Mentoring Week. This event provided an opportunity for Commonwealth senior leaders and members of management to mentor an individual with a disability for the week and expose them to employment opportunities the Commonwealth has to offer.

The Human Resources Division launched several working groups to continue the development and implementation of strategic HR Transformation. The expected launch of first of several Centers of Expertise will be in January 2019.

Two agencies within the Secretariat were recognized during the annual Performance Recognition Awards program. The Division of Capital Asset Management and Maintenance's Small Projects Team received the ***Manuel Carballo Governors award for Excellence in Public Service***; and Catharine Hornby, Executive Office for Administration and Finance received the ***Governor Paul Cellucci Award for Leadership and Mentoring***.

**Moving Forward:** The Executive Office for Administration and Finance is committed to recruiting, promoting, advancing and retaining a highly skilled and diverse workforce; to advance the Secretary's vision around diversity and inclusion; and will continue its partnership with the Office of Diversity and Equal Opportunity and the Massachusetts Office on Disability on strategic programs to further diversity and inclusion.

# EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE

## Workforce EEO Analysis FY18 and FY17 Comparison

EEO Job Category	FY18 New Hires	FY18 Promotions	FY18 Voluntary Terminations	FY18 Involuntary Terminations	FY17 New Hires	FY17 Promotions	FY17 Voluntary Terminations	FY17 Involuntary Terminations
Officials and Administrators	33	24	31	8	34	35	37	6
Professionals	54	38	82	22	53	41	122	10
Technicians	0	1	3	1	0	2	4	0
Protective Service: Sworn	0	0	0	0	0	0	4	0
Office / Clerical	11	1	7	1	6	1	13	2
Skilled Craft	7	0	4	4	1	1	12	1
Service Maintenance	0	0	0	0	0	0	1	0
<b>TOTAL</b>	<b>105</b>	<b>64</b>	<b>127</b>	<b>36</b>	<b>94</b>	<b>80</b>	<b>193</b>	<b>19</b>

## Agencies' Total New Hires Summary – FY18 versus FY17

Agency	FY18	FY17
Appellate Tax Board	1	0
Bureau of the State House	4	0
Civil Service Commission	0	0
Department of Revenue	33	24
Division of Administrative Law Appeals	0	7
Division of Capital Asset Management and Maintenance	26	27
Group Insurance Commission	9	6
Human Resources Division	12	22
MA Developmental Disabilities Council	0	0
MA Office on Disability	1	0
Office for Administration and Finance	13	7
Operational Services Division	5	1
State Library of Massachusetts	1	0
<b>TOTAL</b>	<b>105</b>	<b>94</b>

## Agencies' Total Workforce Summary – FY18 versus FY17

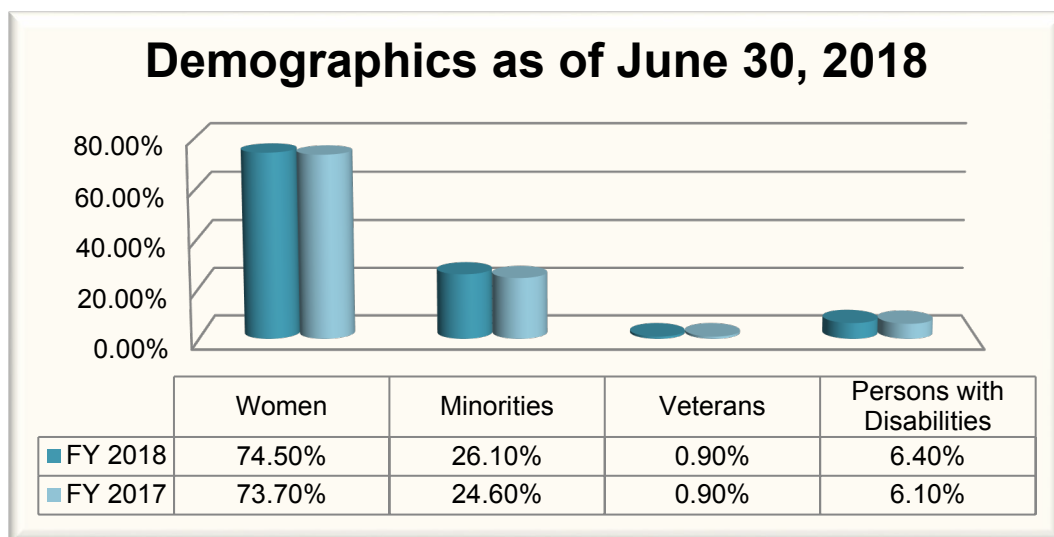
Agency	FY18	FY17
Appellate Tax Board	17	12
Bureau of the State House	16	14
Civil Service Commission	4	4
Department of Revenue	1,450	1,463
Division of Administrative Law Appeals	30	30
Division of Capital Asset Management and Maintenance	346	358
Group Insurance Commission	53	52
Human Resources Division	122	120
MA Developmental Disabilities Council	9	9
MA Office on Disability	9	10
Office for Administration and Finance	233	266
Operational Services Division	87	98
State Library of Massachusetts	11	11
<b>TOTAL</b>	<b>2,387</b>	<b>2,447*</b>

- \*The Administration and Finance Secretariat was reduced by 335 employees due to the formation of the Executive Office of Technology Services and Security (EOTSS), formerly the Mass Office of Information Technology.

# EXECUTIVE OFFICE OF EDUCATION

SECRETARY JAMES A. PEYSER

SARAH HARDING, DIVERSITY DIRECTOR



## AGENCIES

Executive Office of Education  
Department of Early Education and Care  
Department of Elementary and Secondary Education

# **EXECUTIVE OFFICE OF EDUCATION**

## **ANNUAL REPORT NARRATIVE FY 2018**

### **INTRODUCTION**

The Executive Office of Education (EDU) sits at the center of the Commonwealth's public education system, and coordinates the development and implementation of initiatives across early education, K-12, and public higher education institutions.

We are committed to realizing a more rigorous, comprehensive and successful 21st Century education system that expands on our achievements so that we ensure all Massachusetts students are prepared to succeed in the global economy. By investing in research-based strategies, raising standards and accountability, improving assessments, increasing the quality of teaching, promoting innovation, enhancing student supports and rewarding excellence, Governor Baker is ensuring that all Massachusetts students not only remain at the head of the class nationally, but are positioned to successfully compete internationally and to realize the American Dream.

### **OVERVIEW**

EDU serves as a single, responsible authority within the Commonwealth's comprehensive education system, which comprises of the Department of Early Education and Care (EEC), the Department of Elementary and Secondary Education (ESE), the Department of Higher Education (DHE), and the Executive Office of Education (EOE). EEC, ESE and DHE are governed by a Board that provides leadership and direction. In addition, the Executive Office of Education advises the Governor on matters of education policy, helps shape the Governor's policy agenda, and works with the departments' Commissioners to build a seamless Pre-Kindergarten - 20 public education systems.

### **BROAD COMPARISON OF WORKFORCE**

As of June 30, 2018, for the purposes of diversity reporting, 690 employees worked in the Secretariat. (The Department of Higher Education workforce numbers are not included in this summary.) Overall, the workforce in the Education Secretariat is stable with minimal turnover. 1% of the employees who are in the protected categories were involuntarily separated from employment, while 38% of new hires were in a protected category. EEC had the ability to hire 21 new employees and 11 employees were transferred in the Information Technology consolidation to the Executive Office of Technology Services and Security (EOTSS). Each job applicant pool is screened and qualified diverse candidates, especially for management positions, are referred to hiring managers for consideration. Hiring managers have made good faith efforts to increase hires in the protected categories.

## ANALYSIS

Commonwealth Parity	2017	2018
Females 48.80%	Females 73.7%	Females 74.5%
Minorities 20.70%	Minorities 24.6%	Minorities 26.1%
Veterans 7%	Veterans 0.9%	Veterans 0.9%
Persons with Disabilities 12.0%	Persons with Disabilities 6.1%	Persons with Disabilities 6.4%

The chart below compares protected group representation for FY2017 and FY2018. The Commonwealth parity percentages are based on the 2010 U.S. Census.

## HIGHLIGHTS

Massachusetts Public Education continues to be number one in the nation. Continued participation in Professional Development Programs such as the Massachusetts Appraising Supervisor Program (MasSp), Mandatory Training and related agency-based activities throughout the year remains a priority. Twenty-nine employees graduated from leadership programs in FY'18. The Child Care Licensing job series was upgraded to require candidates to have, at a minimum, Bachelor's degree position. At ESE, 334 employees attended Preventing Discrimination and Sexual Harassment program and 101 EEC employees attended an Unconscious Bias program. EEC continues to partner with the Massachusetts Rehabilitation Commission to offer internships. Finally, EOE agencies continued to support their fellowship and college internship programs as a means of providing valuable work experience for participating students, creating a pipeline and marketing the Commonwealth as an employer of choice.

## SECRETARIAT MOVING FORWARD

EOE will continue to work on strengthening its workforce through professional development opportunities including increasing the compliance rate for all the Commonwealth's Mandatory Diversity Trainings to ensure that all staff members are appropriately trained in areas related to diversity awareness and inclusion. Two agencies have expanded their focus of diversity programs to now include Beyond Diversity, Courage Conversations on Race by Glenn Singleton and Unconscious Bias Training.

## CONCLUSION

We are committed to creating an inclusive environment for a diverse range of highly skilled professionals. The focus continues to be an employer where all employees are valued and have an equal chance to succeed. Where employees are actively engaged and value other people's unique perspectives.

## EXECUTIVE OFFICE OF EDUCATION

### Workforce EEO Analysis FY18 and FY17 Comparison

EEO Job Category	FY18 New Hires	FY18 Promotions	FY18 Voluntary Terminations	FY18 Involuntary Terminations	FY17 New Hires	FY17 Promotions	FY17 Voluntary Terminations	FY17 Involuntary Terminations
Officials and Administrators	9	15	9	0	2	9	19	0
Professionals	42	13	42	6	23	4	47	1
Office / Clerical	4	0	1	1	0	0	0	0
<b>TOTAL</b>	<b>55</b>	<b>28</b>	<b>52</b>	<b>7</b>	<b>25</b>	<b>13</b>	<b>66</b>	<b>1</b>

### Agencies' Total New Hires Summary – FY18 versus FY17

Agency	FY18	FY17
Department of Early Education and Care	21	4
Department of Elementary and Secondary Education	31	20
Executive Office of Education	3	2
<b>TOTAL</b>	<b>55</b>	<b>26</b>

### Agencies' Total Workforce Summary – FY18 versus FY17

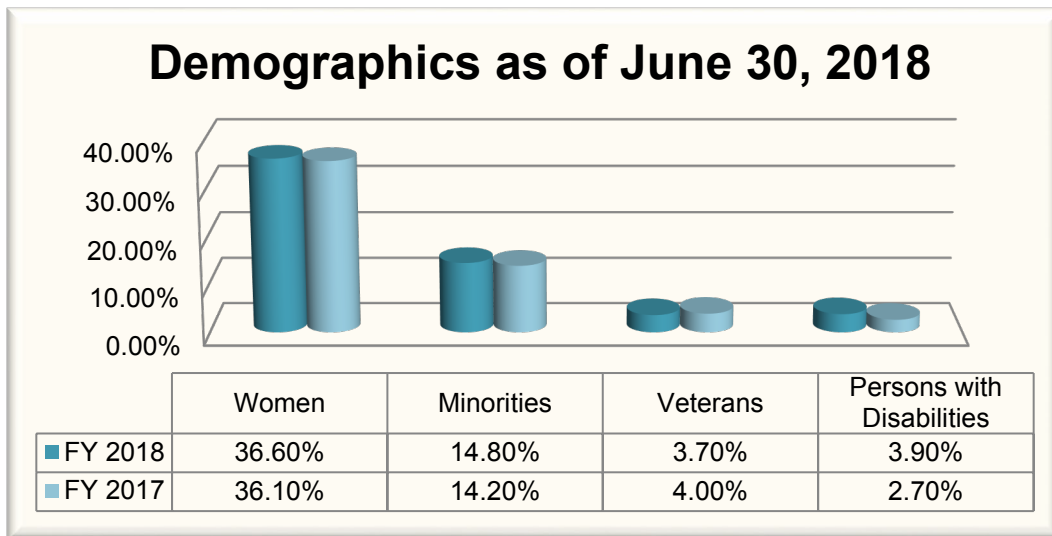
Agency	FY18	FY17
Department of Early Education and Care	201	183
Department of Elementary and Secondary Education	416	430
Executive Office of Education	71	83
<b>TOTAL</b>	<b>688</b>	<b>696</b>



# EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS

SECRETARY MATTHEW A. BEATON

JOHN VIOLA, DIVERSITY DIRECTOR



## AGENCIES' DIVERSITY OFFICERS

Department of Agricultural Resources – Mary Beth Burnand  
Department of Conservation and Recreation – Agatha Summons McGuire  
Department of Energy Resources – Laura-Jean Canducci  
Department of Environmental Protection – Michelle Waters-Ekanem  
Department of Fish and Game – Johanna Zabriskie  
Department of Public Utilities – Theresa Kelly  
Executive Office of Energy and Environmental Affairs – John Viola

# Executive Office of Energy and Environmental Affairs

## MISSION STATEMENT

The overall mission of the Executive Office of Energy and Environmental Affairs is to safeguard public health from environmental threats and to preserve, protect, and enhance the natural resources of the Commonwealth.

## OVERVIEW OF SECRETARIAT AND AGENCY RELATIONSHIP

The Secretariat oversees six agencies:

**Massachusetts Department of Agricultural Resources** MDAR's mission is to ensure the long-term viability of agriculture in Massachusetts. Through its four divisions – Agricultural Conservation & Technical Assistance, Agricultural Markets, Animal Health, and Crop and Pest Services – MDAR strives to support, regulate and enhance the rich diversity of the Commonwealth's agricultural community to promote economically and environmentally sound food safety and animal health measures, and fulfill agriculture's role in energy conservation and production.

**Department of Conservation and Recreation** The Department of Conservation and Recreation (DCR) strives to protect, preserve, manage and enhance the natural and cultural resources of the Commonwealth in order to promote healthy, livable and sustainable communities, and to connect people to these resources through recreation and education.

**Department of Environmental Protection** The Department of Environmental Protection (DEP) works to fulfill Article 97 of the Massachusetts' Constitution's guarantee of the people's right to clean air and water as well as the natural, scenic, historic, and aesthetic qualities of their environment.

**Department of Fish and Game** The Department of Fish and Game (DFG) is charged with stewardship of the Commonwealth's marine and freshwater fisheries, wildlife species, plants and natural communities, and wildlife dependent recreation.

**Department of Public Utilities** The Department of Public Utilities (DPU) mission is to ensure that utility consumers are provided with the most reliable service at the lowest possible cost; to protect the public safety from transportation and gas pipeline related accidents; to oversee the energy facilities siting process; and to ensure that residential ratepayers' rights are protected under regulations.

**Department of Energy Resources** The Department of Energy Resources (DOER) is committed to creating a greener energy future for the Commonwealth. The Massachusetts Department of Energy Resources (DOER) develops and implements policies and programs aimed at ensuring the adequacy, security, diversity, and cost-effectiveness of the Commonwealth's energy supply within the context of creating a cleaner energy future.

**Executive Office of Energy and Environmental Affairs** The overall mission of the Executive Office is to safeguard public health from environmental threats and to preserve, protect, and enhance the natural resources of the Commonwealth. Our commitment to protecting our environment now recognizes the importance of energy efficiency; making renewable energy a reality in our state, and reducing our dependence on fossil fuels; diversifying our energy sources; and leading the country in energy technology innovation.

## BROAD COMPARISON of WORKFORCE

The total workforce for the EOEEA Secretariat for Fiscal Year 2018 is 2,534 compared to 2,505 in 2017.

**Officials and Administrators: 2018 total = 299 (+06 = 2.0% increase);** 175 males, 124 females, 42 minorities, 5 veterans, 8 disabled; 2017 Total = 293

**Professionals: 2018 total = 1,535 (-11 = 0.7% decrease);** 878 males, 657 females, 238 minorities, 27 veterans, 55 disabled; 2017 Total = 1,524

**Protective Services Sworn: 2018 total = 93 (-3 = 3.1% decrease);** 86 males, 7 females, 6 minorities, 37 veterans, 4 disabled; 2017 Total = 96

**Technicians: 2018 total = 87 (2 = 2.4% increase);** 63 males, 24 females, 9 minorities, 7 veterans; 1 disabled; 2017 Total = 85

**Office/Clerical: 2018 total = 96 (-2 = 2.0% decrease);** 11 males, 85 females, 22 minorities, 4 veterans, 5 disabled; 2017 Total = 96

**Skilled Craft: 2018 total = 116 (-3 = 2.5% decrease);** 115 males, 1 female, 11 minorities, 3 veterans, 7 disabled; 2017 Total = 119

**Service Maintenance: 2018 total = 287 (6 = 2.1% increase);** 258 males, 29 females, 40 minorities, 8 veterans, 18 disabled; 2017 Total = 279

**Veterans: 2018 total = 92 total (-8 = 7.0% decrease);** 84 males, 8 females; 2017 Total = 100

**Persons with Disabilities: 2018 total = 98 (+31 = 46.2% increase);** 61 males, 37 females; 2017 Total = 67

## **RETENTION**

The Secretariat has not experienced severe retention issues among its workforce. Interesting work, learning and development opportunities, work culture, flexible work arrangement, a strong “promote from within” practice and employee benefits have been often cited reasons for employee tenure. Employees are encouraged to take the Commonwealth training classes whenever possible and courses at local colleges and universities to obtain undergraduate or graduate degrees or independent courses that are specific to the nature of their work. Communications is also encouraged amongst employees. The agencies and their staff are well respected in their fields on a local, national and international level.

## **PROMOTIONS**

Employees are notified of all Internal Postings. Employees who apply are interviewed based on their qualifications; work experience and meeting the Minimum Entrance Requirements (MER) and are often promoted into higher positions.

DEP also utilizes Temporary Reassignment Incentive [TRIP] as career development opportunities. Additionally, DEP encourages training opportunities within DEP and the Commonwealth. External training occurs based on state budgetary restrictions with Secretariat oversight.

## **HIGHLIGHTS**

The Executive Office of Energy and Environmental Affairs has had a robust year of outreach and referrals. In partnerships with all Energy and Environmental Affairs (EEA) agencies and due to the shortage of human resources personnel, almost all outreach and recruitment is done at the Energy and Environmental Affairs Human Resources Talent Workforce Development (EEA-HR TWD) office. A total of 27 career fairs were attended by EEA-HR, in addition EEA-HR teamed up with the Human Resources Division (HRD) to promote Commonwealth of Massachusetts employment opportunities for high school aged persons with disabilities. There were other outreach efforts that centered on mentoring Science, Technology, Engineering, and Math (STEM) students from local area high school and colleges. EEA-HR did organize an Open House so EEA employees were better aware of the programs being offered.

Utilizing Taleo, EEA-HR (Diversity Section) made a total of 137 referrals to all the agencies for FY 2018: a total of 23 applicants were interviewed. This is the first year of this program and the goal for next year will be to get a higher number of applicants interviewed. EEA-HR will continue outreach to those hiring managers who were not immediately receptive to the idea of direct referrals, to emphasize the usefulness and importance of the referral program.

DEP's intern program also assists the agency with increasing staff diversity. Several interns were selected for entry level positions this year. In FY 2018, Mass DEP placed 49 interns, 32 females, 17 males and 17 people of color and 1 person with a disability from an applicant pool of 119. EEA hosts a varied array of interns during the summer, adding to the awareness and diversity of our younger applicants and hopefully gaining an interest in the environmental career field.

## **AGENCY MOVING FORWARD**

The Executive Office of Energy and Environmental Affairs will continue to be committed to increasing minority staff count in all job groups, as well as hiring Veterans and Persons with Disabilities as we continue to focus on retention strategies. All agencies will strive to recruit and retain candidates and employees of diverse cultural backgrounds in an effort to improve the overall representation of minorities, females, persons with disabilities and veterans in the workplace. They will also continue recruiting efforts with college and universities and professional organizations with diverse populations.

## EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS

### Workforce EEO Analysis FY18 and FY17 Comparison

EEO Job Category	FY18 New Hires	FY18 Promotions	FY18 Voluntary Terminations	FY18 Involuntary Terminations	FY17 New Hires	FY17 Promotions	FY17 Voluntary Terminations	FY17 Involuntary Terminations
Officials and Administrators	18	26	30	2	10	29	43	3
Professionals	65	42	73	3	50	23	73	3
Technicians	7	1	5	0	4	7	4	0
Protective Service: Sworn	0	5	4	0	0	5	12	0
Office / Clerical	9	0	6	0	4	1	10	3
Skilled Craft	3	5	7	0	4	4	6	0
Service Maintenance	11	10	9	3	5	9	24	7
No EEO Reporting	1	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>114</b>	<b>89</b>	<b>134</b>	<b>8</b>	<b>77</b>	<b>78</b>	<b>172</b>	<b>16</b>

### Agencies' Total New Hires Summary – FY18 versus FY17

Agency	FY18	FY17
Department of Agricultural Resources	10	9
Department of Conservation and Recreation	31	15
Department of Energy Resources	8	11
Department of Environmental Protection	24	8
Division of Fish and Game	15	8
Department of Public Utilities	15	13
Office of Energy and Environmental Affairs	6	6
State Reclamation Board	5	7
<b>TOTAL</b>	<b>114</b>	<b>77</b>

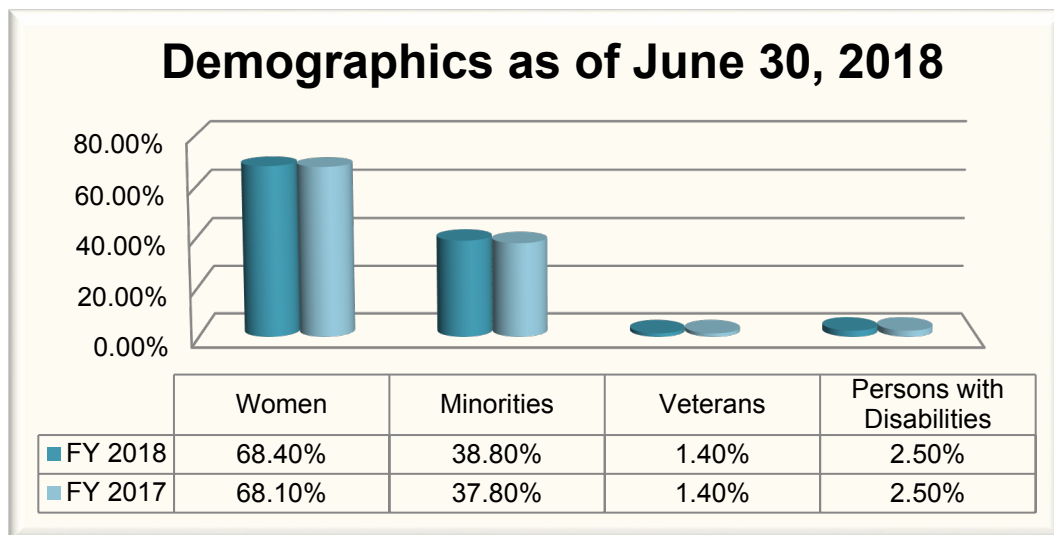
### Agencies' Total Workforce Summary – FY18 versus FY17

Agency	FY18	FY17
Department of Agricultural Resources	86	81
Department of Conservation and Recreation	862	854
Department of Energy Resources	62	64
Department of Environmental Protection	659	641
Division of Fish and Game	304	305
Department of Public Utilities	157	155
Office of Energy and Environmental Affairs	295	299
State Reclamation Board	109	103
<b>TOTAL</b>	<b>2,534</b>	<b>2,502</b>

# EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES

SECRETARY MARYLOU SUDDERS

**SONIA A. BRYAN, DIVERSITY DIRECTOR**



## **AGENCIES' DIVERSITY OFFICERS**

Department of Children and Families – Diane Chang  
Department of Developmental Services – Tracy L. Brown  
Department of Mental Health – Joy Connell  
Department of Public Health – Nahomi S. Carlisle  
Department of Transitional Assistance – Keesha LaTulippe  
Department of Veterans Services – Dianne Handrahan  
Department of Youth Services – Margaret Chow-Menzer  
Executive Office of Elder Affairs – Denise Bradley  
MA Commission for the Blind – Kamilia Drogosz  
MA Commission for the Deaf and Hard of Hearing – Sehin Mekuria  
MA Rehabilitation Commission – Mary Connelly  
Office for Refugees and Immigrants – Falah H. Hashem  
Soldier's Home in Chelsea – Diane M. Randolph  
Soldier's Home in Holyoke – Jessica Powers



## **The Executive Office of Health and Human Services Mission**

Our mission is to improve health outcomes, build resilience and increase independence for the one in four Commonwealth residents we serve.

## **Overview of Secretariat and Agency Relationship**

The Executive Office of Health and Human Services (EOHHS) is the largest secretariat in state government; our services directly touch the lives of slightly more than one in four residents of the Commonwealth – some of our most vulnerable children, youth, adults, and elders. MassHealth, our joint Medicaid and Children’s Health Insurance Program (CHIP), provides health insurance coverage for more than 1.85 million members, almost 28% of our state’s residents. One in nine residents receives Supplemental Nutrition Assistance Program (SNAP) benefits and almost 50,000 children and youth receive support from or are in the care or custody of the Department of Children and Families (DCF). EOHHS is comprised of 12 state agencies, MassHealth, plus our two soldiers’ homes.

## **Workforce Overview**

### **Workforce Analysis and Highlights**

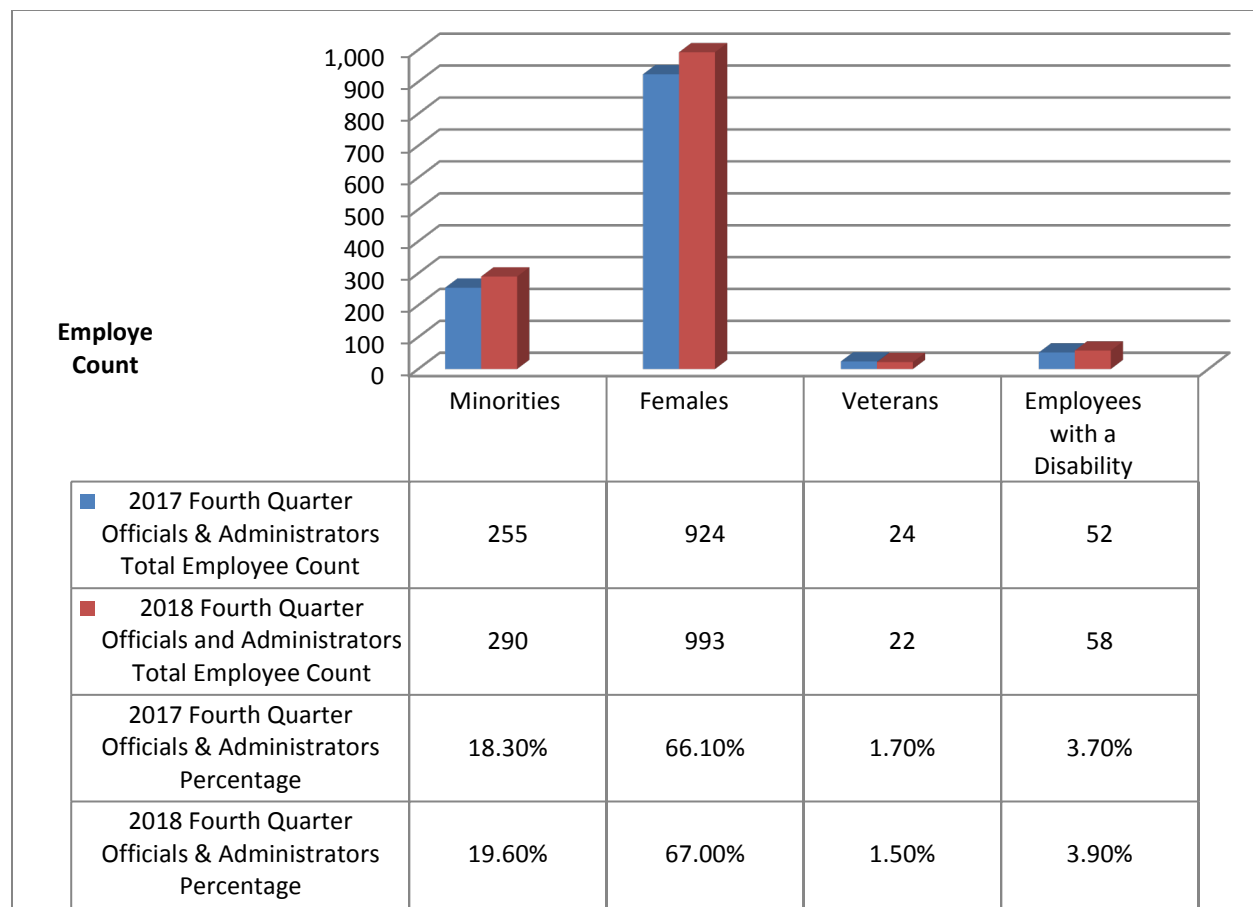
#### **Fourth Quarter of Fiscal Year 2017 in comparison to the Fourth Quarter of Fiscal Year 2018**

	<b>Workforce Fiscal Year 2017</b>	<b>Workforce Fiscal Year 2018</b>	<b>2010 Census Availability Benchmark</b>
<b>Total Employee Count</b>	21,692	21,928	
<b>Minorities</b>	8,208 (37.8%)	8,509 (38.8%)	20.7%
<b>Females</b>	14,768 (68.1%)	15,002 (68.4%)	48.8%
<b>Veterans</b>	314 (1.4%)	303 (1.4%)	7%
<b>Employees with a disability</b>	514 (2.5%)	540 (2.5%)	12.0%

The EOHHS workforce increased in the female, minority and employees with a disability category at the close of fiscal year 2018. Female employees represented 68.4% of the population, an increase of 0.3% from 14,768 to 15,002. The percentage of minority employees increased by 1% to 38.8%, from a population of 8,208 to 8,509. While there was no increase in the percentage of employees with disabilities, their numbers increased from 514 to 540 in 2018.

It should be noted that in the fourth quarter of fiscal year 2018, in the Officials and Administrators category, there was an increase in employees in all protected categories, except veterans. This decrease in the veteran employee population can be attributed

partially to an ongoing lack of self-identification coupled with Vietnam Era Veterans retiring.



### **Retention & Promotions in Fiscal Year 2018**

The Executive Office of Health and Human Services fosters a continuous learning environment. This environment has been integral to maintaining employees' effectiveness, increasing retention and lowering employee turnover. Equally important, these opportunities motivate employees to excel in their delivery of health and human services in furtherance of their agency's mission.

The EOHHS Center for Staff Development (CSD) in conjunction with agency training departments and various internal and external stakeholders offered several professional development programs to employees in fiscal year 2018. All employees were encouraged to apply. The programs included the Suffolk Senior Leader Certificate Program, the Supervisor Academy Program, and various quarterly training offerings.

There was a decrease in the number of female employees who were promoted in fiscal year 2018 (655 - 67.2%) compared to fiscal year 2017 (702 - 67.4%). However, the percentage of females promoted remained above the 48.8% benchmark. Fiscal Year 2018 also saw a decrease in the number of self-identified employees with disabilities, from 0.72% to 0.5%, who were promoted. It is very likely that there were employees with disabilities who were promoted, but have not self-identified. More self-identified veteran employees received a promotion in fiscal year 2018 (27), although the 2.8% remained below the 7% benchmark. Finally there was also an increase in the percentage of minorities who were promoted (423 - 43.4%), which was significantly above the benchmark of 20.7%.

## **Hiring in Fiscal Year 2018**

Although many agencies experienced Full Time Employee (FTE), which in some cases limited the agencies' ability to hire, the Office of Recruitment and Strategic Workforce Planning (Office of Recruitment) and the Office of Diversity and Civil Rights (Office of Diversity) partnered and attended several job fairs that targeted protected groups. The Office of Recruitment participated in several informational interviews with individuals interested in working for the Commonwealth. The Office of Diversity conducted mock interviews with individuals who have a disability in an effort to assist them in securing employment. Further, the Office of Recruitment distributed job postings to more than 150 community and advocacy groups that service women, veterans, minorities and persons with disabilities.

Both offices also worked with the Massachusetts Rehabilitation Commission to place *On the Job Evaluation* interns, and assisted the individuals in their efforts to find employment within the secretariat. It should be noted that the latter effort is ongoing.

## **Hiring Demographics**

<b>Fiscal Year</b>	<b>Minorities</b>	<b>Female</b>	<b>Veteran</b>	<b>Disabled</b>	<b>Total</b>
<b>2017</b>	1,166 – 44.3%	1,774 – 67.4%	65 – 2.5%	1 – 0.03%	2,632
<b>2018</b>	1,093 – 46.3%	1624 – 68.8%	53 – 2.2%	0	2,363

## **Voluntary and Involuntary Terminations**

The data below does not reflect a dramatic increase or decrease in the percentage of employees whose employment was terminated voluntarily or involuntarily in three of the four protected categories. However, there was a dramatic decrease in the number of veterans whose employment was terminated in 2017 (95) as compared to 2018 (68).

<b>Fiscal Year</b>	<b>Minorities Voluntary Involuntary</b>	<b>Female Voluntary Involuntary</b>	<b>Veteran Voluntary Involuntary</b>	<b>Disabled Voluntary Involuntary</b>	<b>Total Voluntary Involuntary</b>
<b>2017</b>	644-34.8% 288 – 45.8%	1,254 - 67.8% 408 – 64.9%	74 – 4% 21 – 3.3%	39 – 2.1% 2 – 0.3%	1,850/629
<b>2018</b>	662 – 36.7% 183 – 47.2%	1,210 - 67.1% 230 – 59.3%	59 – 3.3% 9 – 2.3%	63 – 3.49% 4 – 1%	1,802/388

## **Secretariat Moving Forward**

The Office of Diversity and Civil Rights plans to offer several brown bag presentations that will speak to the ever changing workforce. Presentations will address the aging employee population, racial justice, and managing a multicultural workforce among others. The Office will also partner with the Office of Recruitment and CSD to launch a Train the Trainer program designed to instruct hiring managers on interviewing best practices. This program will be one in a series of trainings that will provide hiring managers with the knowledge and tools they need to make successful hires.

In addition to its established programs, the CSD will continue working with agency training departments and other stakeholders to offer its new training program, Massachusetts Apprising Supervisor Program (MasSp) Project Management Program. The training is designed for employees who manage or lead projects, and is interested in an introduction to the basic concepts, tools and frameworks needed to successfully manage a project in the Commonwealth.

Several agencies will continue to work with their diversity councils and employee resource groups to explore, learn and develop diversity and inclusion initiatives. These initiatives will be geared towards attracting, hiring, retaining and developing diverse talent and fostering an environment that promotes equity and inclusion.

The Office of Diversity and Civil Rights will continue to monitor the progress of each agency's Affirmative Action and diversity goals and will review employment policies and practices to ensure compliance with Executive Order 526.

Please direct any questions about this report to Sonia Bryan, Secretariat Director of Diversity and Civil Rights.

# EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES

## Workforce EEO Analysis FY18 and FY17 Comparison

EEO Job Category	FY18 New Hires	FY18 Promotions	FY18 Voluntary Terminations	FY18 Involuntary Terminations	FY17 New Hires	FY17 Promotions	FY17 Voluntary Terminations	FY17 Involuntary Terminations
Officials and Administrators	127	139	143	13	78	164	106	7
Professionals	1,110	553	847	145	1,094	558	1,099	173
Technicians	101	26	83	17	58	18	101	13
Protective Service: Sworn	26	10	29	3	21	6	16	4
Protective Service: Non-Sworn	811	184	604	191	706	229	672	165
Office / Clerical	88	22	69	12	96	32	59	5
Skilled Craft	19	4	15	6	18	3	16	3
Service Maintenance	59	15	33	16	39	7	72	16
<b>TOTAL</b>	<b>2,341</b>	<b>953</b>	<b>1,823</b>	<b>403</b>	<b>2,110</b>	<b>1,017</b>	<b>2,141</b>	<b>386</b>

## Agencies' Total New Hires Summary – FY18 versus FY17

Agency	FY18	FY17
Department of Children and Families	620	542
Department of Developmental Services	659	606
Department of Mental Health	324	272
Department of Public Health	179	213
Department of Transitional Assistance	83	139
Department of Veterans' Services	6	1
Department of Youth Services	148	146
Executive Office of Elder Affairs	3	3
MA Commission for the Blind	6	5
MA Commission for the Deaf and Hard of Hearing	4	0
MA Rehabilitation Commission	30	54
Office of Health and Human Services	166	90
Office of Refugees and Immigrants	1	1
Soldier's Home in Chelsea	24	13
Soldier's Home in Holyoke	88	25
<b>TOTAL</b>	<b>2,341</b>	<b>2,110</b>

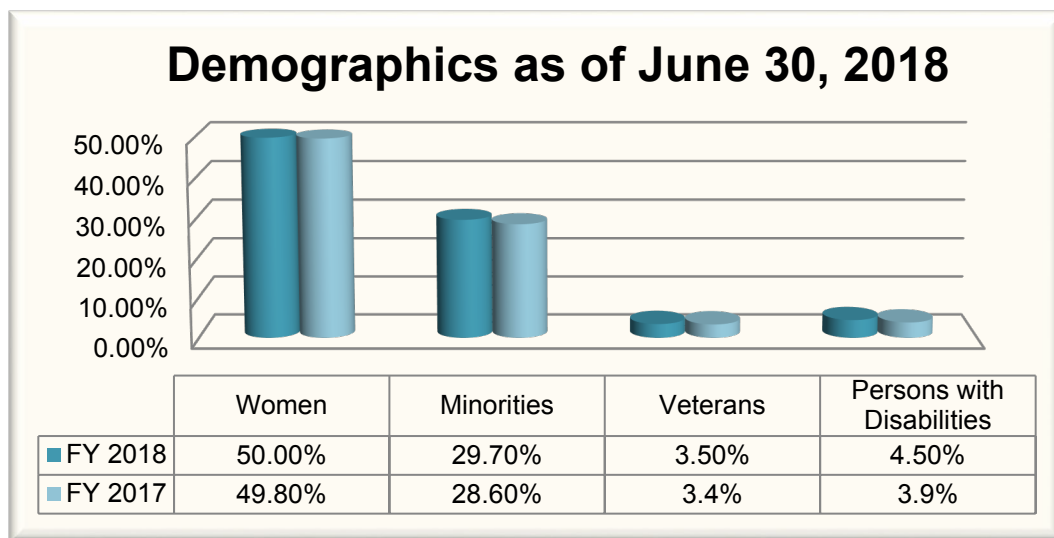
## Agencies' Total Workforce Summary – FY18 versus FY17

Agency	FY18	FY17
Department of Children and Families	4,249	4,056
Department of Developmental Services	5,929	5,907
Department of Mental Health	3,162	3,137
Department of Public Health	2,799	2,848
Department of Transitional Assistance	1,643	1,648
Department of Veterans' Services	52	50
Department of Youth Services	853	828
Executive Office of Elder Affairs	52	55
MA Commission for the Blind	134	139
MA Commission for the Deaf and Hard of Hearing	47	46
MA Rehabilitation Commission	789	846
Office of Health and Human Services	1,612	1,513
Office of Refugees and Immigrants	12	17
Soldier's Home in Chelsea	299	311
Soldier's Home in Holyoke	296	291
<b>TOTAL</b>	<b>21,928</b>	<b>21,692</b>

# EXECUTIVE OFFICE OF HOUSING AND ECONOMIC DEVELOPMENT

SECRETARY JAY ASH

**SANDRA DEBOW-HUANG, DIVERSITY DIRECTOR**



## **AGENCIES' DIVERSITY OFFICERS**

Department of Housing and Community Development – Nancy DePaul

Department of Telecommunications and Cable – Andrea Nixon

Division of Banks – Mary L. Gallagher

Division of Insurance – Michael D. Powers

Division of Professional Licensure – Robert Fortes

Division of Standards – Janine Barnard

Executive Office of Housing and Economic Development – Sandra Debow-Huang

Mass Marketing Partnership - Sandra Debow-Huang

MA Office of Business Development – Sandra Debow-Huang

Office of Consumer Affairs and Business Regulation – Karen Malone Bratt



## **INTRODUCTION: MISSION STATEMENT**

The overall mission of the Executive Office of Housing and Economic Development (EOHED) is the creation of homes and jobs in the Commonwealth. We accomplish this by aligning the focus of the state's housing and economic development agencies to better coordinate policies and programs that will ensure that Massachusetts maintains its global competitive edge. We work to keep the Commonwealth's economic position strong by attracting new businesses, retaining existing businesses, and increasing our housing stock so that Massachusetts remains an affordable place to live. To achieve our goals, we strive to make sure that government works in partnership with the private sector and citizens to create the conditions for optimal economic growth.

## **OVERVIEW OF SECRETARIAT AND AGENCY RELATIONSHIPS:**

The following agencies make up the Secretariat Housing and Economic Development (HED):

The Department of Housing and Community Development (DHCD) works to strengthen cities, towns and neighborhoods in order to enhance the quality of life of Massachusetts' residents. DHCD provides leadership, professional assistance and financial resources that promote safe, decent and affordable housing opportunities, economic vitality of communities and sound municipal management.

The Massachusetts Marketing Partnership (MMP) oversees the marketing of Massachusetts both domestically and internationally to businesses, entrepreneurs, tourists, and students. MMP comprises of the Massachusetts Office of Travel and Tourism (MOTT), the Massachusetts Office of International Trade and Investment (MOITI) and the Commonwealth Marketing Office (CMO).

The Massachusetts Office of Business Development (MOBD) is committed to helping companies create and retain jobs, as well as promote private investment in Massachusetts. MOBD facilitates simplified, timely access to a host of governmental and non-governmental resources and incentive programs designed to help businesses grow faster and stronger in Massachusetts.

The Office of Consumer Affairs and Business Regulation (OCABR), together with its five subordinate agencies, has two important goals: to protect and empower consumers through advocacy and education, and to ensure a fair playing field for all Massachusetts businesses. The five agencies within OCABR are: Department of Telecommunications and Cable (DTC), Division of Banks (DOB), Division of Insurance (DOI), Division of Professional Licensure (DPL), and the Division of Standards (DOS).

## **BROAD COMPARISON OF THE WORKFORCE:**

Current Fiscal Year (FY2018)

Total employees – 894

Females – 447 (50%)

Minorities – 266 (29.8%)

Veterans – 31 (3.5%)

Disabled – 40 (4.5%)

Prior Fiscal Year (FY2017)

Total employees – 911  
Females – 454 (49.8%)  
Minorities – 261 (28.6%)  
Veterans – 31 (3.4%)  
Disabled – 36 (4%)

## **RETENTION**

EOHED values the differences among our employees, and to this end, strives to foster an inclusive work environment. The Secretariat encourages employees to participate in professional development opportunities, including the manager and supervisor certificate program offered by the Human Resources Division, as well as the Aspiring Supervisor program which is offered by Executive Office of Health and Human Services (EOHHS). EOHED agencies continue to offer a variety of programs and policies designed to encourage staff retention, including flexible scheduling and professional development opportunities.

## **PROMOTION**

EOHED agencies encourage employees to apply to all open positions. HED employees are informed of all job opportunities within the Secretariat once they have been posted on the Commonwealth's Mass Careers site. Our promotion rates have increased over the course of the past few years.

## **HIRING**

Open positions are posted on the web-based Mass Careers site. Additionally, vacancies are shared with colleges and universities, professional and community-based organizations, including those which serve women, minorities, veterans and people with disabilities. Employee referrals have also been an effective recruitment tool. EOHED strives to ensure that all applicant pools and hiring panels are diverse and diversity questions are included in all hiring processes.

## **TERMINATIONS**

Terminations/separations have mostly been for reasons such as retirement, relocating, returning to school and/or obtaining employment closer to home. However, there were a couple of terminations that occurred due to the employee's failure to meet agency expectations.

## **SECRETARIAT MOVING FORWARD:**

EOHED remains committed to recruiting and retaining a diverse workforce while providing an inclusive and respectful work environment for our employees. This includes continuing to expand recruitment efforts in order to increase representation of persons with disabilities and veterans within the workforce, including continuing to actively promote the semi-annual self-identification campaigns. The EOHED Human Resources (HR) Director and DHCD HR Business Partner began on August 20, 2018. The HR Business Partner position at OCABR remains vacant.

# EXECUTIVE OFFICE OF HOUSING AND ECONOMIC DEVELOPMENT

## Workforce EEO Analysis FY18 and FY17 Comparison

EEO Job Category	FY18 New Hires	FY18 Promotions	FY18 Voluntary Terminations	FY18 Involuntary Terminations	FY17 New Hires	FY17 Promotions	FY17 Voluntary Terminations	FY17 Involuntary Terminations
Officials and Administrators	15	11	19	0	8	9	22	4
Professionals	23	10	37	3	34	9	50	6
Technicians	2	0	3	0	2	0	2	0
Office / Clerical	6	1	7	0	2	0	5	0
<b>TOTAL</b>	<b>46</b>	<b>22</b>	<b>66</b>	<b>3</b>	<b>46</b>	<b>18</b>	<b>79</b>	<b>10</b>

## Agencies' Total New Hires Summary – FY18 versus FY17

Agency	FY18	FY17
Department of Housing and Community Development	17	12
Department of Telecommunications and Cable	1	2
Division of Banks	3	15
Division of Insurance	7	3
Division of Professional Licensure	10	7
Division of Standards	0	2
MA Marketing Partnership	1	1
MA Office of Business Development	0	0
MA Office of Consumer Affairs and Business Regulation	4	0
Office of Housing and Economic Development	3	5
<b>TOTAL</b>	<b>46</b>	<b>47</b>

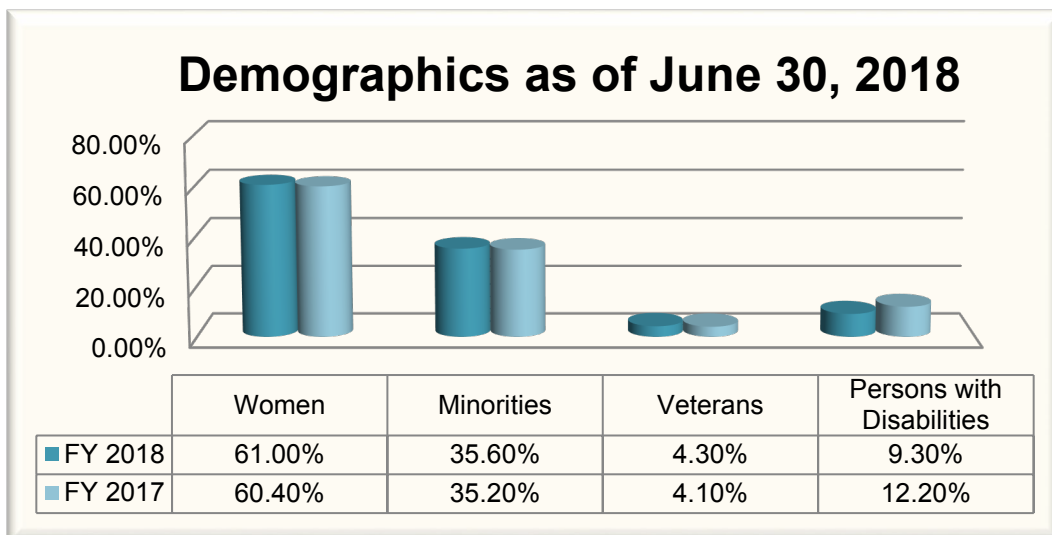
## Agencies' Total Workforce Summary – FY18 versus FY17

Agency	FY18	FY17
Department of Housing and Community Development	250	259
Department of Telecommunications and Cable	21	22
Division of Banks	154	161
Division of Insurance	123	117
Division of Professional Licensure	228	235
Division of Standards	16	16
MA Marketing Partnership	17	18
MA Office of Business Development	10	11
MA Office of Consumer Affairs and Business Regulation	21	19
Office of Housing and Economic Development	52	55
<b>TOTAL</b>	<b>892</b>	<b>913</b>

# EXECUTIVE OFFICE OF LABOR AND WORKFORCE DEVELOPMENT

SECRETARY ROSALIN ACOSTA

DENNIS JOHNSON, DIVERSITY DIRECTOR



## AGENCIES

Department of Career Services  
Department of Industrial Accidents  
Department of Labor Relations  
Department of Labor Standards  
Department of Unemployment Assistance

# **Executive Office of Labor and Workforce Development**

## **Annual Narrative Fiscal Year 2018**

### **INTRODUCTION**

To enhance the quality, diversity and stability of the workforce of the Commonwealth, through the protection of workers' rights, health, safety, wages and working conditions, while creating a level playing field, providing a pipeline of skilled workers, and promoting labor-management partnerships, is the mission of the Executive Office of Labor and Workforce Development (EOLWD). Through our efforts we endeavor to ensure equal access to economic self-sufficiency and opportunity for all residents of the Commonwealth.

### **OVERVIEW**

EOLWD is the Secretariat responsible for the Department of Career Services (DCS), Department of Industrial Accidents (DIA), Department of Labor Relations (DLR), Department of Labor Standards (DLS), and Department of Unemployment Assistance (DUA). EOLWD was re-organized into Departments in 2007 and is currently led by Secretary Rosalin Acosta, who was appointed on July 1, 2017. The Secretariat Director of Diversity, Dennis Johnson, executes the Secretary's vision for diversity and equal opportunity that is governed by Executive Order 526, and reports to the Secretariat Human Resources Officer, Heidi Henson.

### **WORKFORCE COMPARISON OF FISCAL YEARS 2017 AND 2018**

In Fiscal Year (FY) 2018, the EOLWD Secretariat and its five departments employed 1,034 employees scattered across the entire Commonwealth. This was a decrease of five (5) employees as compared to the FY 2017 workforce of 1,039 employees. Females accounted for 61.1% and minorities for 35.7% of this total, with 631 and 369 employees respectively. These statistics showed a slight increase in the representation of women and a slight increase in the representation of minorities in the EOLWD workforce when compared to FY 2017. In 2017, females were at 628 (60.4%) and minorities at 366 (35.2%). Thus, females increased by three (3) employees and minorities by three (3) employees with a +0.7% difference in the percentage of women and +0.5% percentage increase for minorities. Both remain well above the workforce availability statistics of 48.8% for females and 20.7% for minorities as determined by the 2010 Workforce Availability Census.

The overall decrease in the size of the workforce from 1039 to 1034 in FY2018 saw some changes in the categories of veterans and persons with disabilities. In FY 2017, 43 (4.1%) employees were veterans, while 94 (9.0%) were persons with disabilities. Veterans posted a slight increase to 44 employees or 4.3% of the workforce in 2018, while the number of persons with disabilities increased to 96 or 9.3% of the workforce. The current goal for veterans is 7%. For persons with disabilities, the goal is 12% in all categories except Officials and Administrators where it stands at 8%.

The achievements of the EOLWD compared favorably among the nine (9) secretariats. At the end of FY 2018, only two secretariats, EHS and EDU, employed a greater percentage of females, and only two, EOPSS and the newly created EOTSS, had a greater percentage of veterans than EOLWD. In the category of disabled persons, EOLWD led all other secretariats with a workforce percentage of 9.3% for Persons with a Disability.

In order to nurture the potential of its employees and enhance succession planning, the Secretariat offers training, career development and tuition reimbursement, as well as access to Human Resources Department (HRD) supervisory and

management training courses. Recognition awards ceremonies for outstanding achievement have also been instituted. The EOLWD offers an attractive package of benefits including health care, retirement, sick, vacation and personal time that ensures the retention of a large percentage of its employees. In addition, collective bargaining agreements offer promotional pathways based on seniority, for their membership. These ensure continued success in employee retention in all protected classes.

Through networking with numerous diverse minority, female, veteran and ADA organizations, attending career fairs, conducting informational interviews and partnering with the State ODEO, MOD and disability & veteran agencies, the Office of Diversity has ensured increased access to job opportunities for protected groups, despite budget cuts. Voluntary terminations are infrequent and primarily confined to entry level positions when promotions arise elsewhere, usually within the state system. There was only one involuntary termination from a protected class at EOLWD in FY 2018.

## HIGHLIGHTS

	2017 Total	2017 %	2017 Parity	2018 Total	2018 %	2018 Parity
Secretariat	1039	100%	—	1034	100%	—
Females	628	60.4%	48.8%	631	61.1%	48.8%
Minorities	366	35.2%	20.7%	369	35.7%	20.7%
Veterans	43	4.1%	7%	44	4.3%	7%
Disabled	94	12.20%	12%	96	9.3%	12%

## SECRETARIAT MOVING FORWARD

The Executive Office experienced a reduction in staff through layoffs in 2016 and continues to hold vacant, numerous positions, as unemployment continues to fall and Federal funding declines. The new Secretary has been at the helm for one year and has appointed a Chief of Staff, Deputy Chief of Staff and Chief Administrative Officer to assist her in implementing her vision for the Secretariat. The Secretary is committed to aligning our workforce development resources to better match the needs of our diverse communities. In order to more fully understand the needs of the EOLWD workforce, she deployed her Chief of Staff to engage every department in talks aimed at producing a workforce centered strategic plan. Secretary Acosta is committed to diversity, inclusion and equal opportunity at all levels of EOLWD.



## EXECUTIVE OFFICE OF LABOR AND WORKFORCE DEVELOPMENT

### Workforce EEO Analysis FY18 and FY17 Comparison

EEO Job Category	FY18 New Hires	FY18 Promotions	FY18 Voluntary Terminations	FY18 Involuntary Terminations	FY17 New Hires	FY17 Promotions	FY17 Voluntary Terminations	FY17 Involuntary Terminations
Officials and Administrators	9	2	9	2	4	6	12	1
Professionals	29	10	38	3	12	11	96	3
Technicians	1	1	0	0	0	0	2	0
Office / Clerical	3	3	6	0	2	0	11	0
<b>TOTAL</b>	<b>42</b>	<b>16</b>	<b>53</b>	<b>5</b>	<b>18</b>	<b>17</b>	<b>121</b>	<b>4</b>

### Agency's Total New Hires Summary – FY18 versus FY17

Secretariat	FY18	FY17
Executive Office of Labor and Workforce Development	42	18
<b>TOTAL</b>	<b>42</b>	<b>18</b>

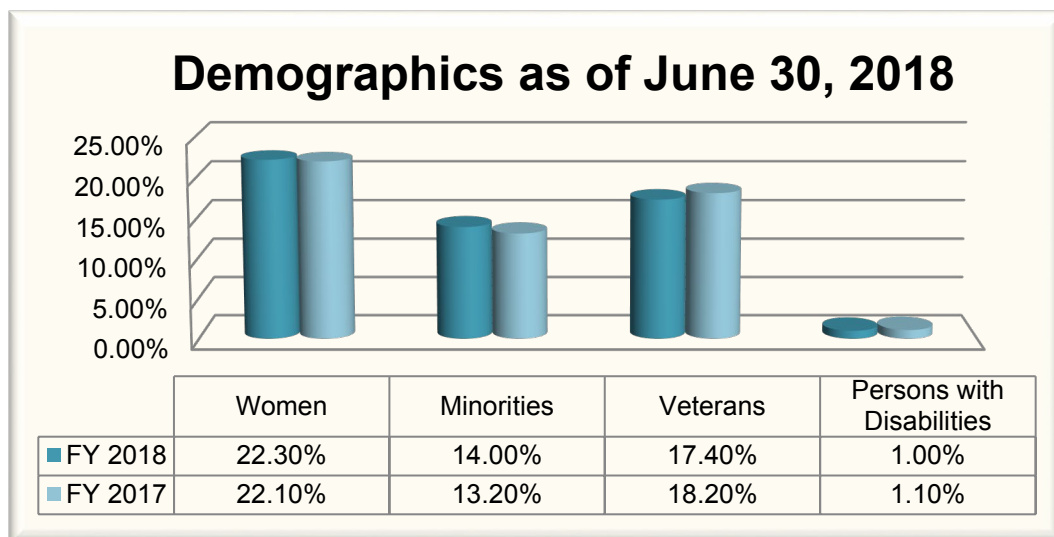
### Agency's Total Workforce Summary – FY18 versus FY17

Secretariat	FY18	FY17
Executive Office of Labor and Workforce Development	1,034	1,039
<b>TOTAL</b>	<b>1,034</b>	<b>1,039</b>

# EXECUTIVE OFFICE OF PUBLIC SAFETY AND SECURITY

SECRETARY DANIEL J. BENNETT

PENNY O'REILLY, DIVERSITY DIRECTOR



## AGENCIES' DIVERSITY OFFICERS

Department of Correction – Carol Thomas  
Department of Criminal Justice Information and Services – Denise Sarro  
Department of Fire Services – Mary Travers  
MA Emergency Management Agency – Ann McCarthy  
MA National Guard – Raymond Murphy  
MA Parole Board – Deirdre Dacey  
MA State Police – Stephen Koch  
Municipal Police Training Committee – Denise Sarro  
Office of the Chief Medical Examiner – Deborah Mendoza-Lochrie  
Sex Offender Registry Board – Judy Norton

## **EXECUTIVE OFFICE OF PUBLIC SAFETY AND SECURITY**

The Executive Office of Public Safety and Security (EOPSS) is responsible for the protection of the Commonwealth and its citizens from injury to person or property arising from criminal acts, negligence, natural disasters, civil disturbances and terrorism. EOPSS is charged with acting to prevent such acts or events from occurring, by aiding and cooperating with local and federal agencies in similar activities.

The Secretariat is composed of 10 agencies, the Department of Criminal Justice and Information Systems (DCJIS), Department of Correction (DOC), Department of Fire Services (DFS), Department of State Police (POL), Massachusetts Emergency Management Agency (MEMA), Massachusetts National Guard (MIL), Municipal Police Training Council (MPTC), Office of the Chief Medical Examiner (OCME), Parole Board (PAR) and the Sex Offender Registry (SORB). In addition, there are three offices that operate within EOPSS, the Office of Grants and Research (OGR), the Office of Technology and Information Services (OTIS) and State 911 Department.

### **Retention:**

As of June 30, 2018 (FY2018) EOPSS employed 8,245 individuals compared to FY17 in which there were 8,156 employees, an increase of 89 new hires. A comparison of the workforce between the last two years is as follows: FY18 Males 77.6%, Females 22.4%, Minorities 13.9%, VEV's 17.4%, and Persons with Disabilities 1.1% FY17 Males 78%, Females 22%, Minorities 13.2%, VEV's 18.4%, and Persons with Disabilities 1%.

### **HIGHLIGHTS:**

During FY18, the Massachusetts State Police created a new Division, the Homeland Security and Preparedness Division. This Division was created to combat the opioid epidemic and to deal with extremist threats. In addition, the Candidate Interest Intake Form Program was created to track recruitment efforts to ensure that the department is working to increase diversity numbers.

A broad FY17 to FY18 comparison revealed an upward trend in staffing due to the sworn members of the 83rd Recruit Training Troop (RTT) being added as candidates in the FY18Q1 compared to that of FY17Q4. The new hires in FY18Q1 included 23 minorities and 22 females.

On October 1, 2018 the State 911 Department assumed direct responsibility for the wireless 911 call taking functions performed by the Massachusetts State Police Dispatchers (MSP) at its Framingham and Middleborough locations. This change will better align the financial and operational responsibilities of each agency with the core services they provide and will expand the program, creating additional employment opportunities.

During FY 18, the Department of Corrections hired (195 employees) Recruit Training Class #319 of which 57 were females and 45 were minorities. During this specific class, the department introduced an eLearning Strategy which will be a tremendous cost saving tool for the DOC's future Recruit Training Programs.

### **The Executive Office of Public Safety and Security Moving Forward**

EOPSS Human Resources team will continue to work directly with agency diversity officers to increase greater diversity. We will continue to strengthen relations with the Jewish Vocational Service (JVS) Career Centers of Boston and community-based organizations throughout Massachusetts sharing employment opportunities in order to recruit a more diverse and inclusive workforce within the EOPSS agencies. We will continue to encourage EOPSS agencies to attend job fairs and advertise certain employment opportunities.

# EXECUTIVE OFFICE OF PUBLIC SAFETY AND SECURITY

## Workforce EEO Analysis FY18 and FY17 Comparison

EEO Job Category	FY18 New Hires	FY18 Promotions	FY18 Voluntary Terminations	FY18 Involuntary Terminations	FY17 New Hires	FY17 Promotions	FY17 Voluntary Terminations	FY17 Involuntary Terminations
Officials and Administrators	35	155	70	6	7	98	59	3
Professionals	81	46	80	5	33	42	108	2
Technicians	16	0	10	1	14	0	12	1
Protective Service: Sworn	418	165	334	15	0	37	352	17
Protective Service: Non-Sworn	36	5	23	4	26	4	21	3
Office / Clerical	35	6	15	4	3	1	16	0
Skilled Craft	5	1	7	0	16	3	7	3
Service Maintenance	5	0	5	0	1	0	4	0
<b>TOTAL</b>	<b>631</b>	<b>378</b>	<b>544</b>	<b>35</b>	<b>100</b>	<b>185</b>	<b>579</b>	<b>29</b>

## Agencies' Total New Hires Summary – FY18 versus FY17

Agency	FY18	FY17
Department of Correction	247	40
Department of Criminal Justice Information Services	1	1
Department of Fire Services	9	2
MA Emergency Management Agency	2	0
Massachusetts National Guard	20	22
Massachusetts Parole Board	8	0
Massachusetts State Police	322	23
Municipal Police Training Committee	0	1
Office of the Chief Medical Examiner	14	8
Office of Public Safety and Security	7	4
Sex Offender Registry Board	1	0
<b>TOTAL</b>	<b>631</b>	<b>101</b>

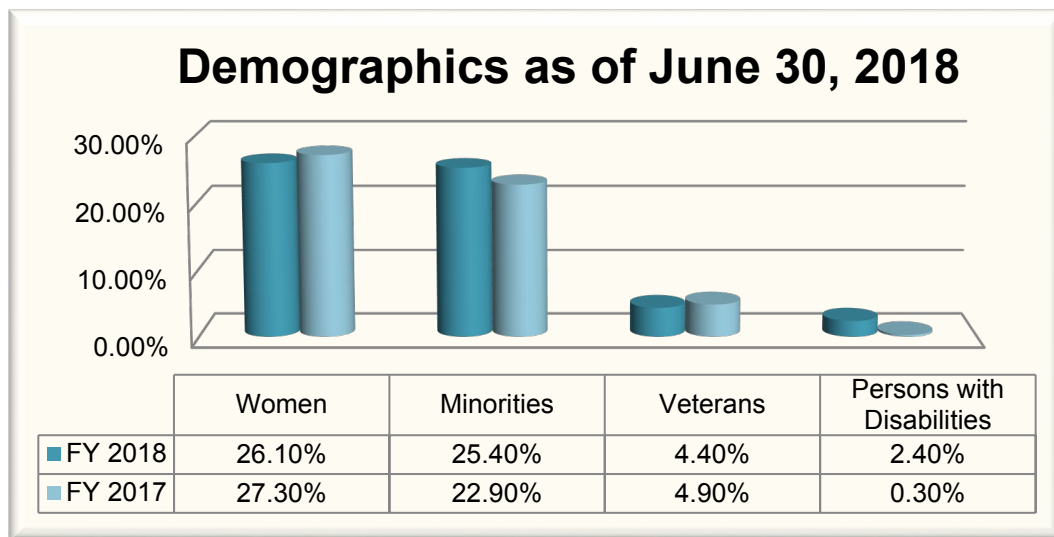
## Agencies' Total Workforce Summary – FY18 versus FY17

Agency	FY18	FY17
Department of Correction	4,641	4,678
Department of Criminal Justice Information Services	30	33
Department of Fire Services	92	88
MA Emergency Management Agency	73	79
Massachusetts National Guard	282	277
Massachusetts Parole Board	167	161
Massachusetts State Police	2,628	2,501
Municipal Police Training Committee	23	23
Office of the Chief Medical Examiner	81	88
Office of Public Safety and Security	182	181
Sex Offender Registry Board	47	47
<b>TOTAL</b>	<b>8,246</b>	<b>8,156</b>

# EXECUTIVE OFFICE OF TECHNOLOGY SERVICES AND SECURITY

SECRETARY CURTIS WOOD

EMILY HARTMANN, DIVERSITY DIRECTOR



The FY2017 information was taken from MassIT – Mass Office of Information Technology (ITD). ITD was an agency within the Executive Office for Administration and Finance. On August 1, 2017, the Baker-Polito Administration formally announced the creation of ITD as the new Executive Office of Technology Services and Security (EOTSS).

# **Executive Office of Technology Services and Security**

## **Annual Narrative FY 2018**

**August 20, 2018**

The Executive Office of Technology Services & Security (EOTSS) mission is to drive the digital business of state government to meet the continually evolving needs of constituents, schools, businesses, and local government.

EOTSS became its own Secretariat on August 1, 2017, a direct reporting relationship between the Secretariat of EOTSS (Curt Wood) and Governor Charlie Baker.

EOTSS is now composed of approximately 435 full time employees located in Boston (One Ashburton Place, Saltonstall and the Hurley Building), Chelsea (Massachusetts Information Technology Center), and Malden offices. The number of employees has increased by about 100 Full Time Employees (FTE's) from the past fiscal year; this is mainly due to the consolidation of the Information Technology (IT) workforce. This will continue over the next year.

In terms of retention, EOTSS has continued to offer work related trainings and developmental trainings throughout the year, from security to cloud fundamentals, as well as various certification classes for IT professionals. EOTSS worked closely with National Association of Government Employees (NAGE) to establish targeted trainings for our IT professionals to stay current with ever-changing technologies. Additionally, many NAGE employees took advantage of the subscriptions to Lynda.com and the A Cloud Guru and are using it as a resource as we move to the Cloud. EOTSS also rolled out mandatory security training to over 22,000 Commonwealth of MA employees.

EOTSS's Human Resources (HR) recruiting team has a robust college recruiting program through which we recruit college students for internships and entry level positions. The college recruiting program allows us a much greater opportunity to target a diverse group of talented IT professionals. The internship program for summer of 2018 comprised 39 students, 28 of whom were female and/or minority candidates. Additionally, of the 28 new hires, 14 identify as either female or minorities. The recruiting team was an early adopter of using social media as a tool to target talent. They have created on-line videos and source candidates through LinkedIn, Indeed and other on-line job forums as well as attending college job/internship fairs.

As part of the IT Transformation, EOTSS announced a centralized IT recruitment service effective February 5, 2018. EOTSS HR has dedicated IT recruiters helping source candidates for all Executive Branch agency IT needs. The goals of the program are to develop a consistent brand, embody diversity and inclusion practices in all decision making, enable collaboration amongst Secretariats and establish a pro-active recruiting approach. Parts of those efforts includes identifying diversity-focused industry events to attend. EOTSS did attend, for example, Harvard University's Diversity Opportunities Fair in September. We also hosted a student for two weeks this summer as part of the Students in Transitions program sponsored by Human Resources Division (HRD) and Office of Diversity and Equal Opportunity (ODEO). Finally, we spoke at an event hosted by ODEO where we encouraged students to consider a career in state government, IT in particular.

There have been several internal promotions at EOTSS, including the promotion of one supervisor to a Manager (M) level position; this person is a female minority candidate. Of the 12-member executive committee, three are females and one identifies as Asian/Indian.

There have been 29 voluntary resignations over the past fiscal year. Out of the 29 departures, two were transfers to other state agencies for promotional opportunities or better working locations. Ten were retirements and the remaining 17 found opportunities outside of the Commonwealth. Our exit interview data confirms that departures for private sector roles are almost always for financial reasons. Of the 29 departures, nine were female, one of those females remained with the Commonwealth. Of the recent departures, many of the positions have not been filled, due to reorganization.

While acknowledging the challenge of recruiting women and minorities in a predominantly male industry, it is the goal of EOTSS to have as diverse a workforce of IT professionals as possible. Our leaders realize the importance of a diverse workforce and are working to create a dynamic first-rate IT workforce to serve the constituents of the Commonwealth.

## EXECUTIVE OFFICE OF TECHNOLOGY SERVICES AND SECURITY

### Workforce EEO Analysis FY18 and FY17 Comparison

EEO Job Category	FY18 New Hires	FY18 Promotions	FY18 Voluntary Terminations	FY18 Involuntary Terminations	FY17 New Hires	FY17 Promotions	FY17 Voluntary Terminations	FY17 Involuntary Terminations
Officials and Administrators	10	2	6	4	11	7	3	0
Professionals	21	6	20	0	7	3	11	2
Technicians	1	1	1	0	0	0	0	0
Office / Clerical	1	0	2	0	3	0	1	0
<b>TOTAL</b>	<b>33</b>	<b>9</b>	<b>29</b>	<b>4</b>	<b>21</b>	<b>10</b>	<b>15</b>	<b>2</b>

### Agency's Total New Hires Summary – FY18 versus FY17

Secretariat	FY18	FY17
Executive Office of Technology Services and Security	33	21
<b>TOTAL</b>	<b>33</b>	<b>21</b>

### Agency's Total Workforce Summary – FY18 versus FY17

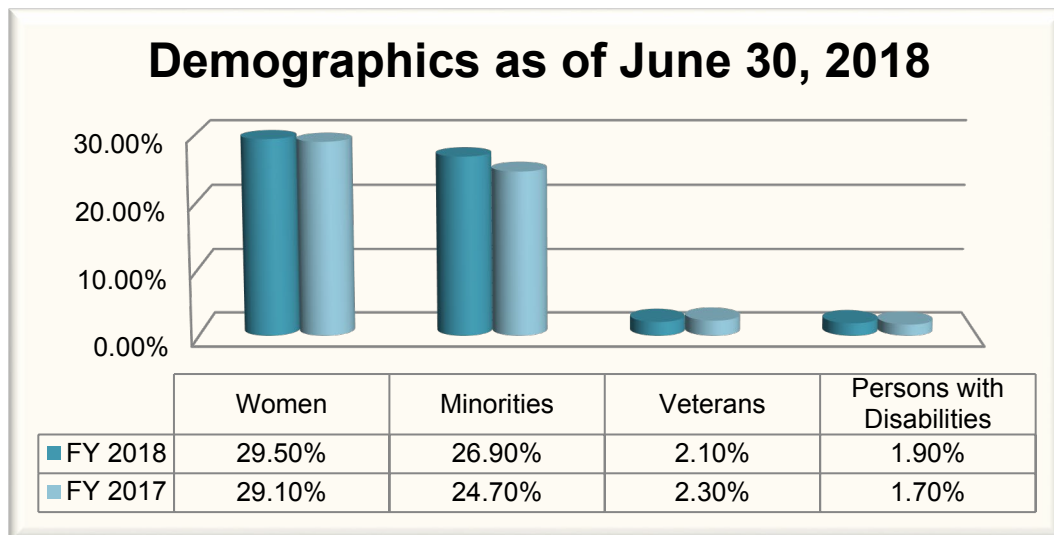
Secretariat	FY18	FY17
Executive Office of Technology Services and Security	435	335
<b>TOTAL</b>	<b>435</b>	<b>335</b>



# MASSACHUSETTS DEPARTMENT OF TRANSPORTATION

SECRETARY STEPHANIE POLLACK

JULIAN TYNES, DIVERSITY DIRECTOR



## AGENCIES

Aeronautics Division  
Highway Division  
Merit Rating Board  
Registry of Motor Vehicles Division  
Transit and Rail Division

**Massachusetts Department of Transportation**  
Annual Narrative FY 2018

## **INTRODUCTION / MassDOT Mission Statement**

Our mission is to deliver excellent customer service and safety to people traveling in the Commonwealth. We work to provide our nation's safest and most reliable transportation system to strengthen our economy and quality of life.

## **OVERVIEW**

Our Organizations  
Massachusetts Registry of Motor Vehicles  
Highway Division  
Aeronautics Division  
Rail and Transit Division  
Merit Rating Board

At Massachusetts Department of Transportation (MassDOT), transportation is not about roads and bridges, or trains and buses – it is about people. Our mission begins with customers - individuals, businesses, cities and towns, and regional transit agencies. We support programs and projects that deliver a high return on investment. We partner with cities and towns, public agencies, and private sector businesses. MassDOT supports the economic, quality of life, and environmental goals of the Commonwealth.

## **Workforce Summary Report for DOT, 2018 Q 4**

EEO Job Category Description	Summary Total Workforce	Male	Male %	Female	Female %	Minorities	Minorities %	Veterans	Veterans %	Disabled	Disabled %
Officials and Administrators	221	120	54.3	100	45.2	68	30.5	6	2.7	6	2.7
Professionals	2017	1543	76.5	467	23.2	493	24.4	51	2.5	34	1.7
Technicians	77	57	74.0	20	26.0	18	23.4	1	1.3	1	1.3
Protective Service: Non-Sworn	9	9	100.0	0	0.0	0	0.0	0	0.0	0	0.0
Office/Clerical	588	137	23.4	430	73.1	281	47.8	4	0.7	17	2.9
Skilled Craft	549	530	96.5	15	2.7	74	13.4	12	2.2	6	1.1
Service Maintenance	70	61	87.2	8	11.4	18	25.6	1	1.4	1	1.4
Grand Total	3532	2458	69.6	1040	29.4	951	26.9	75	2.1	65	1.8

The chart above depicts the Workforce Analysis Summary, which includes all departments broken down by gender, race/ethnicity, veteran status, and individuals with disabilities. At the end of the previous plan period July 07, 2018, there were 3,532 total employees, 69.6% Male, and 29.4% Female. Of the total population, there were 26.9% minorities, 2.1% were veterans and zero percent were disabled.

## 2017/2018 Workforce Comparison Chart

EEO Job Category Description	Summary Total Workforce		Male		Male %		Female		Female %		Minorities		Minorities %		Veterans		Veterans %		Disabled		Disabled %	
	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018
Officials and Administrators	229	221	129	120	56.3	54.3	100	100	43.7	45.2	68	68	29.5	30.5	7	6	3.1	2.7	8	6	3.5	2.7
Professionals	2006	2017	1548	1543	77.2	76.5	458	467	22.8	23.2	469	493	23.4	24.4	52	51	2.6	2.5	27	34	1.4	1.7
Technicians	86	77	66	57	76.8	74.0	20	20	23.2	26.0	19	18	22.0	23.4	3	1	3.5	1.3	2	1	2.3	1.3
Protective Service:Non-Sworn	9	9	9	9	100.0	100.0	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0.0
Office/Clerical	547	588	133	137	24.3	23.4	414	430	75.7	73.1	230	281	42.0	47.8	4	4	0.7	0.7	14	17	2.6	2.9
Skilled Craft	546	549	531	530	97.3	96.5	15	15	2.7	2.7	62	74	11.3	13.4	14	12	2.6	2.2	6	6	1.1	1.1
Service Maintenance	71	70	63	61	88.7	87.2	8	8	11.3	11.4	15	18	21.1	25.6	1	1	1.4	1.4	1	1	1.4	1.4
Grand Total	3494	3532	2479	2458	70.9	69.6	1015	1040	29.1	29.4	862	951	24.7	26.9	81	75	2.3	2.1	58	65	1.7	1.8

A Four-Fifths analysis was conducted for MassDOT's Hires, Promotions, Involuntary Terminations, Voluntary Terminations, Transfers, Demotions, Complaints/Discipline, and Training. We examined barriers to Females in all protected Equal Employment Opportunity (EEO) categories of White, Black, Hispanic, Asian, Native Hawaiian and Other Pacific Islander, and American Indian/Alaska Native, barriers to Females in the Skilled Craft EEO-4 Job Category, barriers to Males/Females in all known EEO protected categories and barriers to Individuals with Disabilities (IWD) and Veterans.

### HIGHLIGHTS

MassDOT ascertained whether employment practices are contributing to underutilization or concentration and documented its employment practices in both narrative and statistical formats with sufficient detail to identify trends and any practices that may operate as employment barriers. The team analyzed the period January 1, 2014 through December 31, 2017 for MassDOT. Whenever adverse impact was found, MassDOT developed an Action Plan to address it.

### SECRETARIAT MOVING FORWARD

MassDOT has designed and implemented an internal audit and reporting system that will measure the effectiveness of the EEO Program; indicate the need for any remedial action; determine the degree to which MassDOT's objectives have been obtained; and measure MassDOT's compliance with the EEO Program's specific obligations.



Invol\_Termination\_Civil Termination\_Civil Promotions\_CivilRights Hires\_CivilRights AAP  
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AAP Progress Report  
FTE Promotions FY18 AAP Progress Report  
FTE Hires FY18.pdf

## MASSCHUSETTS DEPARTMENT OF TRANSPORTATION

### Workforce EEO Analysis FY18 and FY17 Comparison

EEO Job Category	FY18 New Hires	FY18 Promotions	FY18 Voluntary Terminations	FY18 Involuntary Terminations	FY17 New Hires	FY17 Promotions	FY17 Voluntary Terminations	FY17 Involuntary Terminations
Officials and Administrators	16	26	25	6	19	7	15	2
Professionals	83	145	74	10	38	105	97	25
Technicians	0	2	3	3	1	5	8	7
Protective Service: Non-Sworn	0	1	0	0	0	2	1	0
Office / Clerical	108	26	35	16	55	61	242	281
Skilled Craft	31	26	25	4	8	37	26	13
Service Maintenance	6	0	5	1	0	0	1	0
No EEO Reporting	47	0	47	0	0	0	0	0
<b>TOTAL</b>	<b>291</b>	<b>226</b>	<b>214</b>	<b>40</b>	<b>121</b>	<b>217</b>	<b>390</b>	<b>328</b>

### Agency's Total New Hires Summary – FY18 versus FY17

Secretariat	FY18	FY17
Massachusetts Department of Transportation	291	121
<b>TOTAL</b>	<b>291</b>	<b>121</b>

### Agency's Total Workforce Summary – FY18 versus FY17

Secretariat	FY18	FY17
Massachusetts Department of Transportation	3,532	3,494
<b>TOTAL</b>	<b>3,532</b>	<b>3,494</b>

# INDEPENDENTS



**Comptroller of the  
Commonwealth**



**Disabled Persons  
Protection  
Commission**



center  
for health  
information  
and analysis



**PERAC**

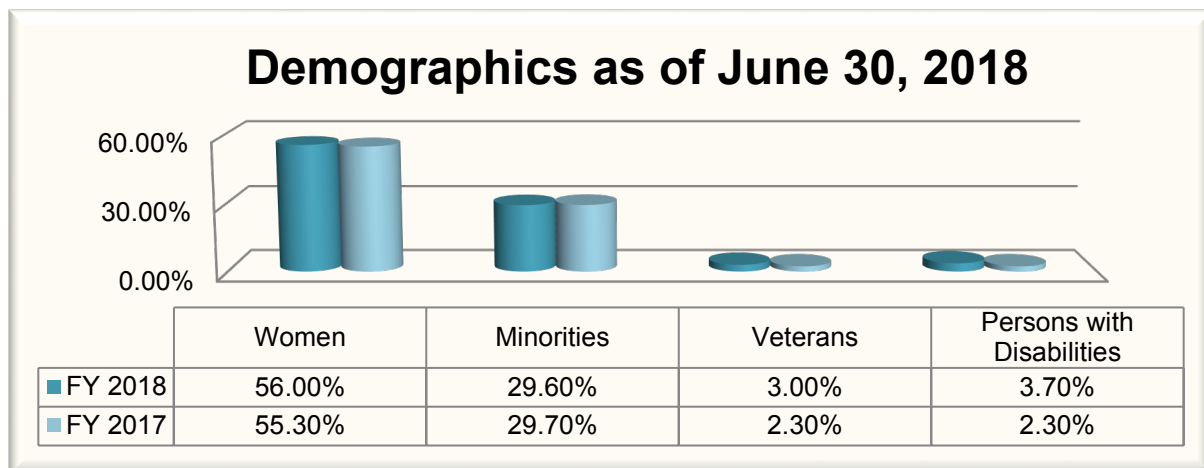


COMMONWEALTH OF MASSACHUSETTS | PUBLIC EMPLOYEE RETIREMENT ADMINISTRATION COMMISSION

# CENTER FOR HEALTH INFORMATION AND ANALYSIS

RAY CAMPBELL, EXECUTIVE DIRECTOR

TONYA S. BOURASSA, DIVERSITY OFFICER



## Workforce EEO Analysis FY18 and FY17 Comparison

EEO Job Category	FY18 New Hires	FY18 Promotions	FY18 Voluntary Terminations	FY18 Involuntary Terminations	FY17 New Hires	FY17 Promotions	FY17 Voluntary Terminations	FY17 Involuntary Terminations
Officials and Administrators	13	3	12	0	1	8	4	2
Professionals	10	7	4	0	6	3	17	0
Office / Clerical	1	0	1	0	0	0	0	0
<b>TOTAL</b>	<b>24</b>	<b>10</b>	<b>17</b>	<b>0</b>	<b>7</b>	<b>11</b>	<b>21</b>	<b>2</b>

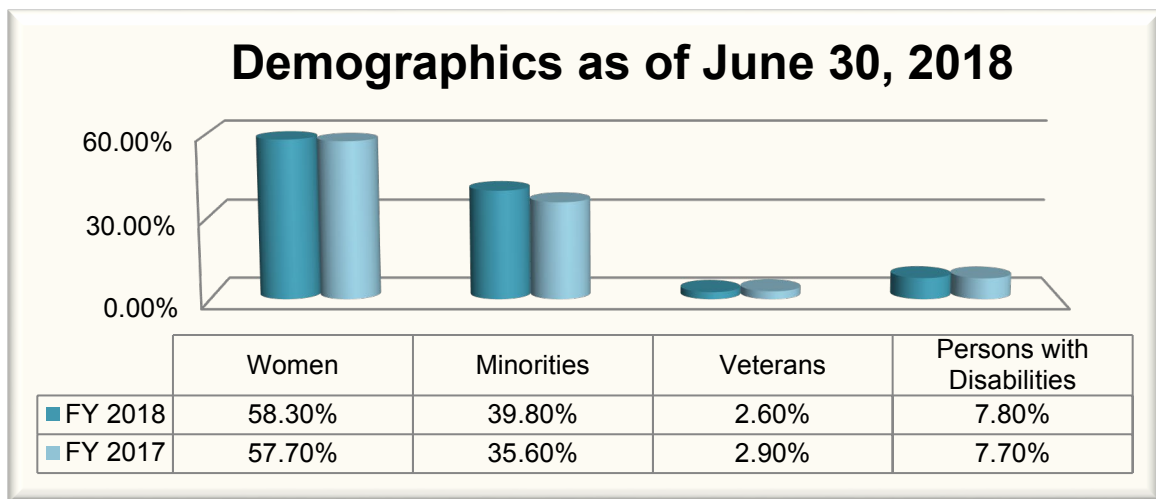
## Agency's Total Workforce Summary – FY18 versus FY17

Agency	FY18	FY17
Center for Health Information and Analysis	134	131
<b>TOTAL</b>	<b>134</b>	<b>131</b>

# COMPTROLLER OF THE COMMONWEALTH

THOMAS G. SHACK III, COMPTROLLER

MONICA MIDDLETON, DIVERSITY OFFICER



## Workforce EEO Analysis FY18 and FY17 Comparison

EEO Job Category	FY18 New Hires	FY18 Promotions	FY18 Voluntary Terminations	FY18 Involuntary Terminations	FY17 New Hires	FY17 Promotions	FY17 Voluntary Terminations	FY17 Involuntary Terminations
Officials and Administrators	1	1	2	0	0	3	4	0
Professionals	1	0	7	1	3	1	3	0
Office / Clerical	0	0	0	1	0	0	0	0
<b>TOTAL</b>	<b>2</b>	<b>1</b>	<b>9</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>7</b>	<b>0</b>

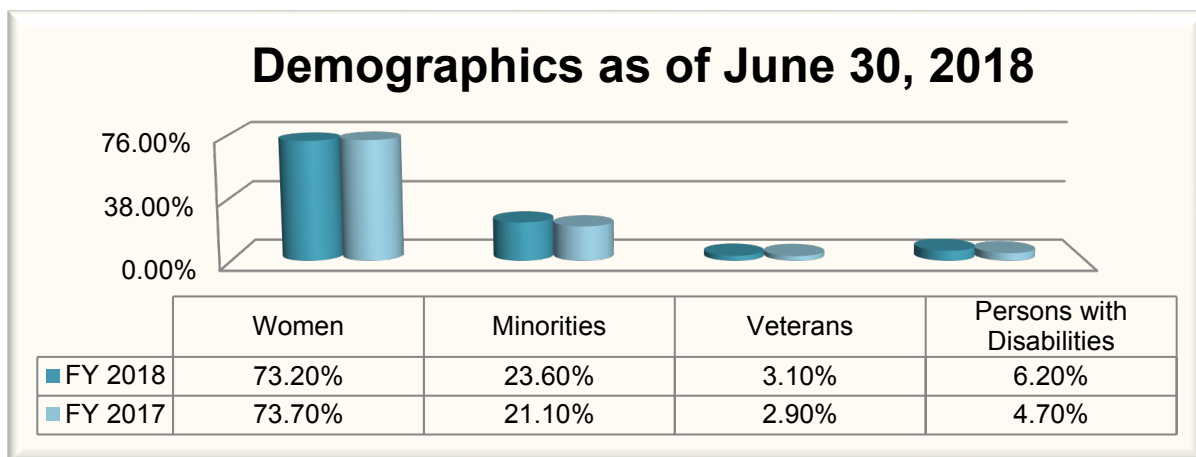
## Agency's Total Workforce Summary – FY18 versus FY17

Agency	FY18	FY17
Comptroller of the Commonwealth	118	119
<b>TOTAL</b>	<b>118</b>	<b>119</b>

# DISABLED PERSONS PROTECTION COMMISSION

NANCY A. ALTERIO, EXECUTIVE DIRECTOR

AUDREY DRINAN, DIVERSITY OFFICER



## Workforce EEO Analysis FY18 and FY17 Comparison

EEO Job Category	FY18 New Hires	FY18 Promotions	FY18 Voluntary Terminations	FY18 Involuntary Terminations	FY17 New Hires	FY17 Promotions	FY17 Voluntary Terminations	FY17 Involuntary Terminations
Professionals	0	0	2	0	1	0	0	0
<b>TOTAL</b>	0	0	2	0	1	0	0	0

## Agency's Total Workforce Summary – FY18 versus FY17

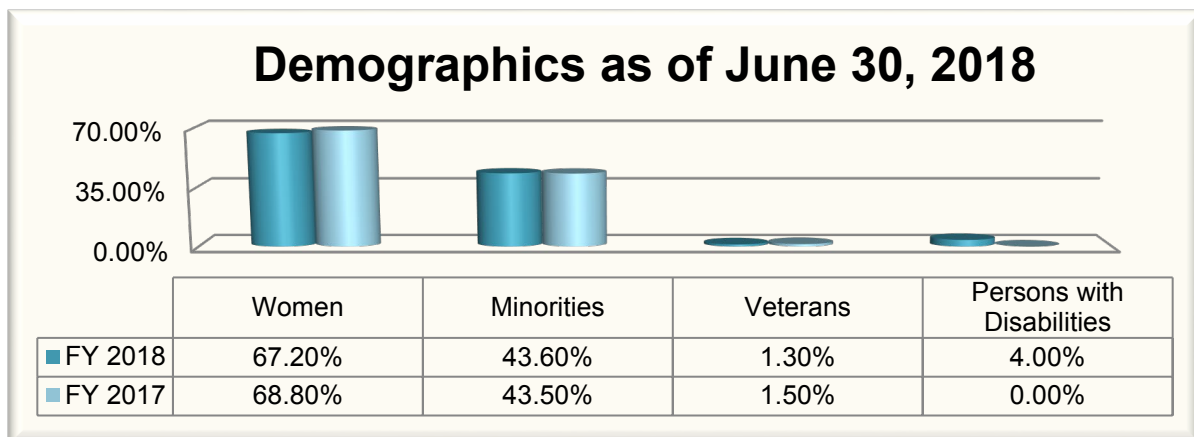
Agency	FY18	FY17
Disabled Persons Protection Commission	32	34
<b>TOTAL</b>	32	34



# MASSACHUSETTS COMMISSION AGAINST DISCRIMINATION

SUNILA THOMAS GEORGE, CHAIRWOMAN

MICHAEL MEMMOLO, DIVERSITY OFFICER



## Workforce EEO Analysis FY18 and FY17 Comparison

EEO Job Category	FY18 New Hires	FY18 Promotions	FY18 Voluntary Terminations	FY18 Involuntary Terminations	FY17 New Hires	FY17 Promotions	FY17 Voluntary Terminations	FY17 Involuntary Terminations
Officials and Administrators	0	0	2	0	0	1	0	1
Professionals	8	2	6	0	5	1	5	2
Office / Clerical	1	0	0	0	0	0	1	0
<b>TOTAL</b>	<b>9</b>	<b>2</b>	<b>8</b>	<b>0</b>	<b>5</b>	<b>2</b>	<b>6</b>	<b>3</b>

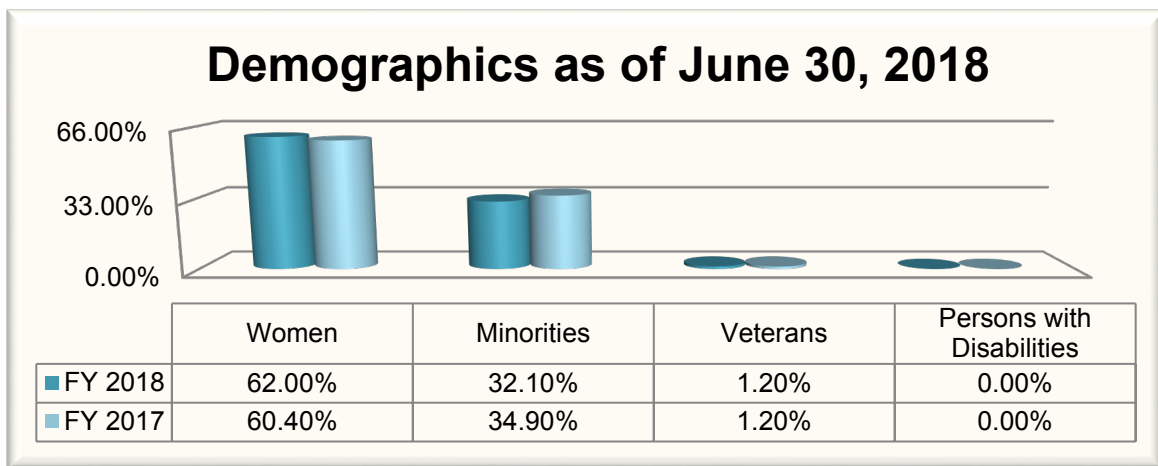
## Agency's Total Workforce Summary – FY18 versus FY17

Agency	FY18	FY17
Massachusetts Commission Against Discrimination	75	66
<b>TOTAL</b>	<b>75</b>	<b>66</b>

# MASSACHUSETTS TEACHERS' RETIREMENT SYSTEM

ERIKA M. GLASTER, EXECUTIVE DIRECTOR

ROBERT FABINO, DIVERSITY OFFICER



## Workforce EEO Analysis FY18 and FY17 Comparison

EEO Job Category	FY18 New Hires	FY18 Promotions	FY18 Voluntary Terminations	FY18 Involuntary Terminations	FY17 New Hires	FY17 Promotions	FY17 Voluntary Terminations	FY17 Involuntary Terminations
Officials and Administrators	0	0	2	0	2	0	0	0
Professionals	1	0	0	0	0	0	0	0
Office / Clerical	6	0	6	1	2	0	4	0
<b>TOTAL</b>	<b>7</b>	<b>0</b>	<b>8</b>	<b>1</b>	<b>4</b>	<b>0</b>	<b>4</b>	<b>0</b>

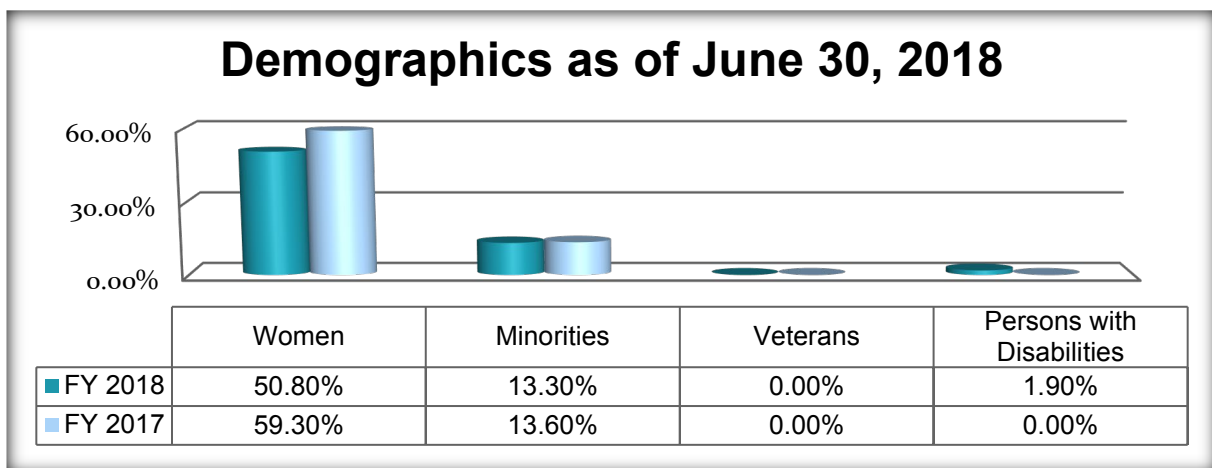
## Agency's Total Workforce Summary – FY18 versus FY17

Agency	FY18	FY17
Massachusetts Teachers' Retirement System	84	86
<b>TOTAL</b>	<b>84</b>	<b>86</b>

# PUBLIC EMPLOYEE RETIREMENT ADMINISTRATION COMMISSION

JOSEPH E. CONNARTON, EXECUTIVE DIRECTOR

CAROLINE J. CARCIA



## Workforce EEO Analysis FY18 and FY17 Comparison

EEO Job Category	FY18 New Hires	FY18 Promotions	FY18 Voluntary Terminations	FY18 Involuntary Terminations	FY17 New Hires	FY17 Promotions	FY17 Voluntary Terminations	FY17 Involuntary Terminations
Officials and Administrators	0	0	0	0	0	0	1	0
Professionals	3	0	1	1	3	0	3	0
Technicians	0	0	0	0	1	0	0	0
Protective Service: Non-Sworn	1	0	1	0	0	0	0	0
Office / Clerical	0	0	1	0	0	0	0	0
<b>TOTAL</b>	<b>4</b>	<b>0</b>	<b>3</b>	<b>1</b>	<b>4</b>	<b>0</b>	<b>4</b>	<b>0</b>

## Agency's Total Workforce – FY18 versus FY17

Agency	FY18	FY17
Public Employee Retirement Administration Commission	53	52
<b>TOTAL</b>	<b>53</b>	<b>52</b>